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Forbes

The 400 Richest People in America

The Forbes Four Hundred

1984 Edition

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Forbes

The Forbes Four Hundred

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20

Being Very Rich In America

20 Palm Springs
"The most glittering spa in America," someone once called it. Maybe so. But it's less glittering these days than it used to be.

26 The Clan Of The Fox
Guess who owns 50% of Palm Springs. The Agua Calientes—clearly the richest Indians in America.

34 How Rich Is Bob Hope?
A challenge we couldn't refuse.

40 Profiles: Dr. Laszlo Tauber
Once a near-penniless immigrant, he is now a practicing surgeon who has made $250 million from his real estate sideline. But ask Tauber about the greatest moment of his life.

44 The "Rich List" Of 1845
No sooner had we discovered B.C. Forbes' 1918 Rich List than a reader told us about this one. There's nothing new under the sun.

52 The Rich Man's Dilemma
Even Thorstein Veblen might have to admit that conspicuous consumption is not the solution it used to be.

57 Smiling Through The Apocalypse
A portfolio of news photographs showing the rich at play in the depths of the Depression.

64 Giving It Away
If you really don't want to be in The Forbes Four Hundred, there's a sure way out.

The Forbes Four Hundred

69 Introduction

70 Who Moved The Most

72 Rules Of The Chase

76 The Forbes Four Hundred

166 Family Fortunes

188 Who Dropped Off The List

192 Who Almost Made It

193 Acknowledgments

194 Index

Departments

6 Side Lines
11 Fact and Comment
14 Other Comments
17 Fact and Comment II
278 Flashbacks
280 Thoughts

Columnists

269 Ben Weberman
270 Ann C. Brown
272 Srully Blotnick
274 Stanley W. Angrist

40

57

64

Taxing Matters

224 Keeping Up With The Rockefellers
Half The Forbes Four Hundred have charitable foundations, and there are many reasons to set one up: ego, tax deductions, a means of hanging on to power. And, of course, philanthropy.

On The Docket

228 Melvin And Howard And Texas And California
Howard Hughes died eight years ago, but the battle for his estate has gone on ever since. Now it's almost over.

The Up & Comers

232 Michael Jackson, Inc.
The 26-year-old pop music megastar is not yet on The Forbes Four Hundred, but at almost $70 million he's getting closer. It takes business sense as well as charisma to get this rich, and Jackson seems to have it.

234 With A Latin Beat
Joseph Unanue's father started by importing sardines from Morocco nearly 50 years ago. Now family-owned Goya Foods is the most successful Hispanic-owned business in the country.

Technology

240 Silicon Valley's "Old Money"
Entrepreneurs were turning into millionaires there before Steve Jobs and Steve Wozniak were born. Here's what happened to three of them.

248 Diseases Of The Very Rich
Ever hear of *mango dermatitis* or *phytophotodermatitis*? Fortunately, you probably can't afford them. But the superrich can.

Personal Affairs

250 "Darn Right I'm Having Fun"
Buying a professional sports franchise won't make you any more successful a businessman. "The difference is," says the new owner of the Detroit Tigers, "you get the recognition."

Press Clippings

260 "How Many Passes Has Getty Ever Caught?"
Since its inauguration in 1982, The Forbes Four Hundred has provoked a good deal of thought—happy, irreverent, dire and other—from the nation's editorial writers, columnists and various other pundits. Here's a selection.

Faces Behind the Figures

212 **John Lewis,** *Morgan, Lewis & Bockius*
212 **Jonathan Robbin,** *Claritas, Inc.*
216 **Charles Gary Ginsberg,** *Jaisan Inc.*
216 **Agnes Ash,** Palm Beach Daily News
218 **E. James Peck,** *Previews Inc.*
220 **Gary Boyd Roberts,** *genealogist*

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Cover lettering by Marcy Kass

The 400 Richest People in America

An inquiry into the holders of great wealth in America, with notes on the sources of that wealth, the careers of the people who control it and its effect on their lives.

By Richard Behar with Jeff Bloch

Edited by Harold Seneker

Illustrations by Phil Huling

CALCULATING the wealth of the richest Americans is like trying to keep score in a high-stakes, permanently floating poker game with hundreds of players and never a break in the action. Takeovers, mergers, acquisitions, leveraged buyouts and other megadeals, some involving billions of dollars, were at a historic high in the past year. The Stuarts, for example, had $600 million in Carnation stock when we priced it for this listing in August *(see Rules, p. 72)*; the same stock was worth about $720 million after Nestlé bid for it in September.

This year's Four Hundred collectively had a net worth of $125 billion, $7 billion more than last year's Four Hundred. Much of the $7 billion rise has occurred away from Wall Street. The value of TV and radio stations—often privately held—is steadily rising, now that the FCC is relaxing multiple-ownership rules. Real estate values, too—especially in New York City—are generally on the upswing *(see box, p. 70)*.

The past year's change in total net worth was small stuff compared with the $26 billion increase the year before. Nevertheless, in 1984 you have to meet a $150 million minimum—be a "sesquicentimillionaire"—to be among The Four Hundred.

All told, 44 new players are now at our table. A year of additional research yielded some names that eluded us in the past. Our scout in the Deep South fished John Harbert out of Birmingham, Ala. Harbert runs a vast, private construction empire and is worth an estimated $500 million. Thomas Monaghan, once a homeless kid from Ann Arbor, Mich., enters the list with $200 million worth of pizza parlors. Another catch is Laszlo Tauber, surgeon and Washington, D.C. real estate mogul, who came to the U.S. not long after escaping from a Nazi labor camp *(see story, p. 40)*. He's worth $250 million, mostly built up in his spare time.

Nine individuals who were dropped from the 1983 list are back this year. Some rejoined by way of new research (e.g., John Fetzer, Roy Huffington), while others had particularly strong business years (Sherman and Edward Cohen, James Gilmore).

Forty-four new players means 44 old ones gone, including comedian Bob Hope *(see story, p. 34)*. "How could I get $200 million?" he quipped last year. "I don't even play basketball." Gone, too, is Arthur Jones, maker of Nautilus bodybuilding equipment; the size of his privately held company had been overestimated.

The superrich were far more approachable in 1984. Most were interviewed by telephone, and many were willing to meet with us directly—sometimes on the record, sometimes off. Some preferred to talk about their wealthy friends rather than themselves. A few actually worried whether or not they themselves would "make it." Occasionally we were met yet again with silence, sudden dial tones, angry rejoinders—but far less often than in previous years.

This year we have punctuated the entries with certain data—from divorce rates to immigration ratios to the ten most popular alma maters—that shed light on The Forbes Four Hundred as a group. Here and there we were unable to resist including facts that amuse more than inform—Philip Knight's best time for the mile, for example, and Thomas Monaghan's best time for making a pizza.

It should come as no surprise that Gordon Getty again is named the richest American, but there are some, the multibillionaire himself among them, who question our reasoning. True, Getty cannot saunter into his bank tomorrow and withdraw $4.1 billion in cash, but he alone presides over a family trust worth this amount *(see Rules, p. 72).* "Your rules aren't complicated enough for this case," complained an attorney for various Getty family members, who are now suing to wrest control from Gordon. Perhaps, but Gordon Getty remains the sole trustee unless and until the courts see it differently.

Evaluating private business, alas, is knotty business. For example, *Town and Country* in August published a list of the "largest" family-held companies in America. But they were ranked only by revenues. High on the roster was metals-trading "giant" Mocatta Metals, with an estimated $26.5 billion in annual volume. Huge, yes, but potentially misleading: Profit margins are reportedly less than one-thirtieth of 1%, hardly enough even to consider the Jarecki family, which controls the firm, as Forbes Four Hundred caliber. So, is Mocatta the largest family-owned company in the U.S after Cargill, larger than the Kochs' *(p. 101),* the Bechtels' *(p. 86)* or Michel Fribourg's *(p. 80)?* Depends on what you mean by large.

WHO MOVED THE MOST?

What a difference a market makes. Last year's Forbes Four Hundred had 116 members whose fortunes had increased 50% or more from our initial listing in 1982. Most of them had an ebullient stock market to thank. This year only 10 members registered such a gain, a mere 3 from Wall Street.

To be sure, the net worths of more than one-third of The Four Hundred increased this year, often because further investigation found new assets. But the declining stock market took the bloom off many a rising fortune—46 on our list, to be exact. Some 33 members whose fortunes are public stockholdings, in the main, fell lower on the list, while 13, including Silicon Valley wizards Robert Noyce and Arthur Rock, fell off entirely *(see p. 188).* The late summer rally only prevented the carnage from being even worse.

None of this gloom affected the biggest gainer of them all, Gordon Getty, who came away from the Getty Oil takeover battle with a family trust worth $4.1 billion—up $1.9 billion, or 86%, from last year. Fellow billionaire H. Ross Perot also played the acquisitions game well, merging his Electronic Data Systems with GM. His overall $400 million gain increased his net worth 40%.

The biggest loser among The Four Hundred was Kyupin Philip Hwang, who with his newly public TeleVideo Systems had vaulted onto the list last year at $575 million. This year a victim of the personal computer wars, Hwang barely hung on at the new cutoff, $150 million—a 74% drop. A dip in the stock price as well as a reallocation of some shares caused billionaire An Wang to drop almost as much, $400 million. But that was a mere 25% decrease in the value of his stake in Wang Laboratories, which remains a healthy $1.2 billion. Poor former billionaire George Mitchell, however, became a demibillionaire, at least for now.

Beyond the stock market, additional research resulted in other big changes among this year's Four Hundred. Interviews with several in the grain trading business led us to increase our ultraconservative valuation of Cargill, Inc. to $1.7 billion, which brought three new members of the controlling MacMillan family onto the list. Similar research convinced us that Michel Fribourg, with 90% of Continental Grain, belonged at $750 million, double his net worth estimate last year.

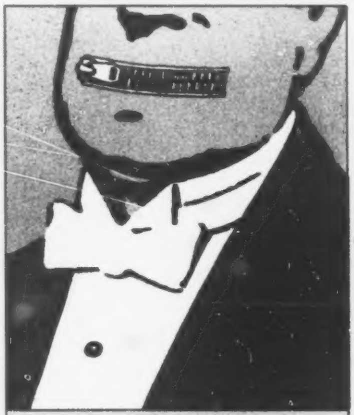
Further research also led us to reallocate some fortunes within families. Haroldson Hunt III has been ill for a long time, but only this year was it clear that he has been declared legally incompetent. His $400 million in trusts are reportedly controlled by, and now are credited to, his sister, Margaret Hunt Hill, a billionaire on last year's list. Also, we reallocated the fortune of Forrest Mars Sr. to include his two sons, who clearly are running day-to-day operations. Other information about Mars, Inc. led us to increase our estimate of the total fortune to a still conservative $1.5 billion, or $500 million each.

Other private fortune holders didn't need a second analysis; they were just plain busy. Seemingly numberless investment gains by the Bass family, père et fils, added $500 million to last year's $2.5 billion net worth, equally divided five ways.

The hot New York City real estate market provided gains for more than half the 30 members of The Four Hundred in that business. Donald Trump's bustling in Manhattan luxury residences and an Atlantic City hotel raised his net worth to $400 million. The lower net worth attributed to his father, Fred ($200 million), reflects the value of the outer-borough apartments he oversees. The rising value of many apartments in Queens and Brooklyn (because of their potential as co-ops) prompted higher net worths for New York City's biggest landlords, Harry Helmsley and Samuel LeFrak.

So much for changes over the past year. Some things are newsworthy even if they happened ten years ago. We spoke to knowledgeable sources close to Daniel Ludwig who report the shipping tycoon turned over ownership of his foreign assets to his Zurich cancer institute in 1974. He keeps the domestic holdings, which we estimate to be worth $500 million. In addition, it turns out the "father of the supertanker" also is the father of Patricia, an apparently estranged middle-aged daughter living in Stamford, Conn. "Not true," says a spokesman for Ludwig, but legal documents suggest otherwise.

The stream of discoveries is endless. Preparations for the 1985 edition of The Forbes Four Hundred have already begun.



RULES OF THE CHASE

The fortunes of the very rich are difficult to calculate. Often it isn't even clear exactly who owns a great fortune. It is frequently parked at least partly in the names of the immediate family or concealed in private investment companies or, more difficult to find, in trusts, where the separate elements of ownership (control of principal, receipt of income, power to name heirs, etc.) are deliberately spread among different people to defend against the inheritance tax laws.

To arrive at coherent estimates of wealth in this welter, we adopt a number of rules:

- Blocks of publicly traded stock are priced at the market close Aug. 17, 1984.
- Privately held companies are valued according to estimated revenues and earnings and prevailing price/earnings ratios for publicly traded companies in similar businesses.
- When earnings are not estimable, we adopt rule-of-thumb conventions widely followed in respective industries. Newspapers, for instance, can be valued at 1 to 3 times revenues or 12 to 18 times cash flow, less estimated debt. TV stations, cable systems, radio stations and some newspapers are valued for us by authoritative media brokers.
- In some cases we settle for book value. Among oil producers we often do not go beyond putting fair valuation on their oil reserves, to be conservative. In one or two cases (e.g., J.R. Simplot) we must work from estimates published by the general press; these are treated cautiously, since such estimates are often unreliable.
- In the matter of trusts and other intrafamily arrangements, we proceed on a case-by-case basis, applying common sense. Most trusts plainly exist to carry out a normal pattern of inheritance (to husbands, wives or offspring) and to minimize inheritance taxes. We look at who controls the wealth. These trusts are generally attributed to the person who created the wealth, if still alive and in control, or to the principal controlling family member or members (and not the family lawyers) if he is not.

Obversely, spendthrift trusts, meant to keep control out of the hands of beneficiaries, are not credited to the beneficiaries. The estimated trust income is, while principal is generally assigned to the controlling family members.

For an example, consider the Getty family. Gordon Getty is sole trustee of the major family trust, now worth over $4.1 billion. He makes all investment decisions, such as selling out Getty Oil to Texaco, without any other family members. He also controls the actual distribution of the trust income to himself, one brother and nieces and nephews.

The principal is not his to bet at the racetrack or spend on wine, women and song. Otherwise his power is nearly absolute, and he already has more spending money than he can personally use outside the trust. In a practical sense he differs little from the outright heir, properly not spending capital, prudently and responsibly managing a fortune for himself and his family, and for their posterity.

Lawyers sometimes say a trust is "owned" by those who ultimately will receive the principal—here, the next generation of the Getty family. But, in fact, the next generation has no power to spend principal, either, as long as Gordon is alive—and they cannot invest it or disburse income at all. It is difficult to take such "ownership" seriously—if Gordon's wife were pregnant, the unborn child would, according to the lawyers, be counted as one of the richest people in America. Gordon's status as "owner" may be weakened by the limitations of the trust, but the claim of every other Getty to present "ownership" is far weaker still. Where one family member thus controls a fortune, we count him—despite legal artifice—as the practical owner. Meanwhile, for Gordon's brother, Jean Paul Getty Jr., the same trust is effectively a spendthrift trust—he gets only his portion of the income and otherwise has no control or influence whatever. We count his accumulated share of the income as his fortune.

Irrevocable charitable trusts and foundations are not counted at all, even in cases like the Pew family, whose immense charitable trusts are used to retain control of Sun Co., the family company.

Wealth in the names of spouses and other immediate family members is generally assigned to the principal family member, especially where the family ties are close and members share an interest in a business. Exceptions are made where family or business ties have been broken or seriously frayed. ■

One Billion Dollars or More

Gordon Peter Getty

Inheritance. San Francisco. 50. Married, 4 sons. Fourth son, only relative at death, of billionaire Jean Paul Getty 1976 (2 half-brothers deceased; Gordon's elder brother, third half-brother estranged). Sarah C. Getty Trust (named for his late grandmother) owned 31.8 million shares (40.2%) Getty Oil; dispute with management resulted in sale of company to Texaco 1984 for $128 per share, almost double price before takeover. Gordon sole trustee, 33% income beneficiary (several relatives, future beneficiaries suing for influence). Trust received $4.1 billion, temporarily in government securities. Composer, pianist, arts patron. "I'm a businessman because I had to be one."

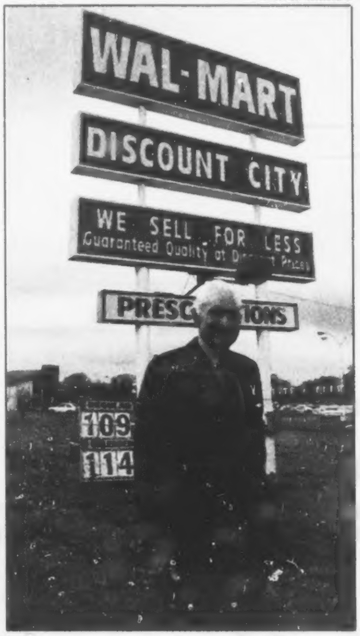
Pictorial Parade

Getty and wife, Ann

Sam Moore Walton

Wal-Mart Stores. Bentonville, Ark. 66. Married, 4 children. J.C. Penney trainee after college. Opened Ben Franklin five-and-dime 1945 in Newport, Ark. Lost his lease 1950, started again in Bentonville. Had 16 shops by 1962; opened discount store on a hunch with brother James. By 1970, 30 Wal-Marts; went public to raise cash. Now 698 outlets, mainly in Sunbelt towns under 25,000 pop. Sales over $6 billion 1984. On first-name basis with thousands of employees; visits stores continually. Lives modestly; hunts quail; drinks morning cup in local coffee shop. With family, owns 39%, worth over $2.3 billion. "There was a lot more business in those towns than people ever thought."

Weaver/Camera 5



Walton

David Packard

Hewlett-Packard. Los Altos Hills, Calif. 72. Married; 1 son, 3 daughters. Played football, basketball at Stanford. With $538 and classmate William R. Hewlett *(which see)*, launched California-based electronics firm 1939. He supplied business knowhow; Bill, engineering talent; wives worked to support them. Firm grew into world leader ($4.7 billion sales) by expert management, high technology, R&D, premium quality at a price. First audio-oscillators; later calculators; now small computers; EDP products. Dave imposing at 6 ft. 5; served briefly as deputy defense sec'y for Richard Nixon. Very active; still chairman H-P. His 18%, with dividends, worth over $1.8 billion.

Packard

Daniels/Black Star

Henry Ross Perot

Electronic Data Systems. Dallas. 54. Married, 5 children. Sharp IBM salesman who couldn't sell boss his best idea: computer facilities management. Quit; founded EDS 1962 on $1,000; didn't own a computer. Built data processing empire on health, welfare accounts. Saw $1 billion evaporate 1970 when hot EDS stock plunged: "My stock was just the pawn in a fool's game." Recouped 1983. Patriotic; tough. Tried in vain to airlift Christmas dinner to POWs in N. Vietnam

Katz/Black Star

Perot

1969. Solved own Iranian hostage crisis: 2 EDS staffers taken 1979; staged successful jailbreak, 540-mile smuggle to Turkish border. Remains CEO of EDS after 1984 merger with GM. His 46% interest (traded for cash and stock) worth $1.2 billion. With substantial other holdings, estimated net worth $1.4 billion.

Nelson Bunker Hunt

Inheritance, oil, real estate. Dallas. 58. Married, 4 children. Second son of H.L. Hunt. He and children share massive Hunt "first family" oil and gas trusts: 19% Placid Oil, 19% Hunt Energy *(see other Hunts, Hill, Schoellkopf. "Second family": see Ray Lee Hunt, et al.)*. Personal interests real estate (over 5 million acres worldwide), agriculture, commodities. Was epicenter of 1980 silver bubble; apparently dreamed of monetizing silver; he, brothers, Arab partners acquired nearly 200 million ounces; price plummeted. He and brothers have sold major oil, other assets to pay down $1.1 billion silver bailout loan arranged by Federal Reserve. Donates millions to churches; active with John Birch Society. Minimum net worth, including children's trusts he controls, is $1.4 billion. "We don't get too wrapped up, too excited, too discouraged. We go along at a steady pace."

Northup/Black Star

Nelson Bunker Hunt

Margaret Hunt Hill

Inheritance. Dallas. 69. Married, 3 children. Eldest child of H.L. Hunt; she and children share "first family" trusts: 14% Placid Oil, 14% Hunt Energy *(see other Hunts, Schoellkopf. "Second family": see Ray Lee Hunt, et al.)*. Strong-minded; dominates family business meetings. "In our family we don't consider anything social life. Whatever we're doing is all business." Avoids press. Conservative investor: stayed clear of brothers' 1980 silver debacle. After, reportedly insisted "the boys" use additional personal assets to secure principal family holding, Placid Oil: denied by her. Minimum net worth, with children's trusts, control of brother Hassie's trusts *(see Dropouts)*, $1.4 billion.

Hill

New York Times Pictures

Caroline Hunt Schoellkopf

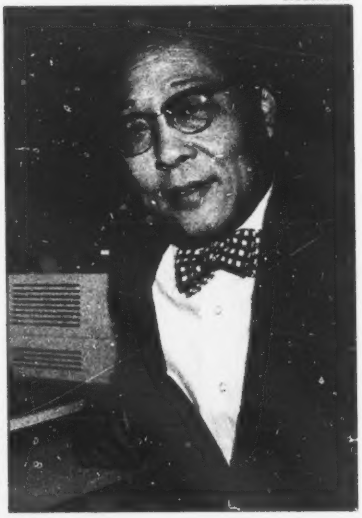
Inheritance. Dallas. 61. Divorced, remarried; 4 sons, 1 daughter by first marriage. Second daughter of H.L. Hunt; with children shares in "first family" trusts: 24% Placid Oil, 24% Hunt Energy *(see other Hunts, Hill. "Second family": see Ray Lee Hunt, et al.)*. Stayed out of brothers' silver play, but leaves oil management to them: "I have no idea where to sink a well." Lately investing in super-luxury hotels, projected at $350 million over 5 years. Already has spent $250 million on hotels in Dallas, Houston, Beverly Hills. Authored pumpkin cookbook. Says sister Margaret: "You would never find Caroline not being nice to people." Including all trusts, minimum net worth $1.3 billion.

Schoellkopf

An Wang

Wang Laboratories, Inc. Lincoln, Mass. 64. Married; 1 son, 2 daughters. Son of high school English teacher, got middle-class upbringing in Shanghai. Recalls "middle class" meant wealth of "maybe $100 American." Played college table tennis; worked in radio factory during war; emigrated 1945. Got physics Ph.D. Harvard in 3 years. Invented magnetic core memory age 28, computer essential for 20 years. Started Wang Labs 1951; did custom work, including first digital scoreboard for Shea Stadium (NYC, 1964). Now a leader in office automation with over $2 billion sales. Likes doubles tennis, bow ties, minimal publicity. Controls family's 40%, worth $1.2 billion.

UPI/Bettmann



Wang

David Rockefeller

Inheritance, banking, real estate. NYC and Tarrytown, N.Y. 69. Married; 2 sons, 4 daughters. Grandson of Standard Oil magnate John Davison Rockefeller (1839-1937), youngest son of John D. Jr. (d. 1960) and most widely known among America's most powerful family. Ph.D. economics; unpaid secretary to NYC's Mayor La Guardia 1940; joined uncle Winthrop Aldrich's Chase National Bank 1946 (now Chase Manhattan). Pres. 1961, CEO from 1969; became globe-trotting banker-statesman; "retired" 1981, now runs family foundation. Correct; methodical; a modern Medici: "For David Rockefeller, the presidency of the U.S. would be a demotion." Family fortune well-veiled. With real estate, trusts, etc., his net worth believed to exceed $1 billion. *(See also other Rockefellers, A. Dayton, Ferry, Morgan, A. O'Neill, Roberts, Simpson, Thorn.)*

Brack/Black Star

Rockefeller

William Herbert Hunt

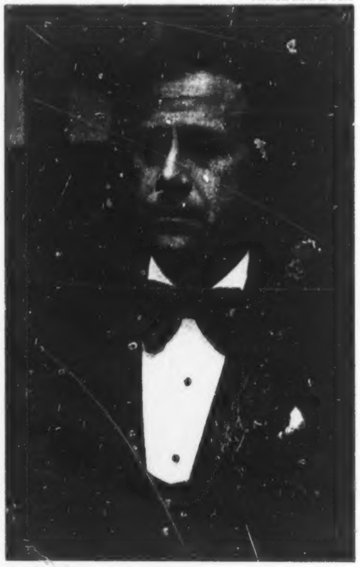
Inheritance, oil. Dallas. 55. Married, 5 children. Third son in H.L. Hunt's "first family" *(see other Hunts, Hill, Schoellkopf. "Second family": Ray Lee Hunt, et al.)*. Principal manager family's vast oil empire; his share, with children: 24% Placid Oil, 24% Hunt Energy. Also Dallas real estate, coal reserves. Inherited father's contempt for high living: house in upper-middle-class neighborhood, old car (during 1979 energy crisis spotted in 2-hour gas line "waiting patiently with his wife and dog"). Vast collection ancient art. Drawn into brother Bunker's silver bubble. Minimum net worth, including all trusts, is $1 billion.

William Herbert Hunt Breese/Liaison

Philip F. Anschutz

Oil. Denver. 44. Married, 3 children. Father Fred built contract drilling firm, oil and gas interests all over Midwest. Philip took over 1961, sold drilling rigs, became aggressive buyer oil and gas leases. "He's willing to roll the dice. He has excellent timing." Acreage leased throughout West; brings in major oil companies to develop. Biggest holding Anschutz Ranch East oil field in Wyo., Utah: sold half his interest to Mobil 1982 for reported $500 million. Also minerals, real estate, public stock (incl. Ideal Basic, Pennwalt). Very private, shuns publicity, photos. "I can't imagine my business would interest anyone." Despite weak oil, Denver real estate prices, net worth still believed to be over $1 billion.

Howell/Denver Post



Anschutz

Marvin Davis

Oil, entertainment. Denver & various. 58. Married, 5 children. Father onetime boxer from Manhattan garment district, got into oil & gas after WWII. Marvin joined 1947, bought many cheap oil leases in unpopular Rockies, became one of biggest U.S. wildcatters. Discovered more oil and gas fields in recent years than any but Standard Oil of Indiana. Partners include Gerald Ford, Henry Kissinger. Sold half oil properties to Hiram Walker 1981 for $630 million. Also Denver skyscrapers, shopping center, bank. Devotes much time to 50%-owned Twentieth Century-Fox; seeking other half from tax fugitive Marc Rich *(which see)*. Lives lavishly, this year paid record $20 million for Beverly Hills home of Kenny Rogers; shuns press. Analyst: "For a man who wants to remain private, he's one of the most visible men I've ever seen." Net worth may still be $1 billion.

Roach/Photo Reporters

Davis

$500 Million or More

William Redington Hewlett

Hewlett-Packard. Portola Valley, Calif. 71. Widowed, remarried; 5 children, 5 stepchildren. Fresh from Stanford with David Packard *(which see)*, started company 1939 in 1-car garage; invented audio-oscillator. During early days, did everything: "We had 2 people; someone's got to sweep." Still acts as vice chairman; H-P now one of world's leading respected producers of electronics, minicomputers (1983 sales, $4.7 billion). Over 5,000 products; some 8%-10% of sales plowed into R&D. Described as low profile, straightforward, loves solving problems. Excluding vast foundation, his 9% stake worth over $920 million.

Harry Brakmann Helmsley

Real estate. NYC. 75. Divorced, remarried; no children. Son of dry goods salesman, sank life savings ($1,000) into a building 1938; today controls over $5 billion worth: 50,000 residential units, 50-million-sq.-ft. office, including Empire State Building. Has many equity partners; recently sold some syndicated property, buying most new buildings alone. Second wife, "Queen" Leona, heads their 27 hotels, including $125 million Helmsley Palace, NYC. Still plans world's tallest building NYC. Swims daily, likes ballroom dancing; Best Dressed Businessman 1983. Consensus of peers: net worth over $900 million. "When I sit down, the board of directors has arrived."

Donald Joyce Hall

Hallmark Cards. Mission Hills, Kans. 56. Married, 3 children. Father Joyce C. Hall (d. 1982) postcard distributor 1906, switched to greeting cards. Had uncanny sense of what would sell; friend Norman Rockwell helped illustrate Christmas cards. Built national distribution, quality image. Now largest greeting card company: cards 50% of $1.5 billion-plus revenues 1983, remainder other consumer items. Also troubled Kansas City real estate project. Paid over $200 million 1984 for Binney & Smith, Crayola maker. Donald in management since 1952; CEO from 1966. Joyce left one-third stock to employees. Rest controlled by Donald, worth over $750 million.

Michel Fribourg

Grain trader. NYC. 71. Widowed, remarried; 5 children. With 3 sisters, 5th generation of family that began grain trading in Belgium 1813. Started Continental Grain in U.S. 1921, completed move after France fell 1940. Michel, in Army intelligence WWII, took over upon father's death 1944. Revenues now over $15 billion, over 20% world grain trade (2nd to Cargill, *which see*). "We have survived by working with our wits." Other family members not among top executives. Home reflects love of all things French. Also 3.3 million shares (13%) Overseas Shipholding Group. His 90% share Continental, other assets, worth at least $750 million.

YEARS OF EXPERIENCE
62

The average age of The Forbes Four Hundred is 62.

Samuel Irving Newhouse Jr.

Donald Edward Newhouse

Brothers. Publishing. NYC. 56, 55. Both married, 3 children each. Father Samuel I. born lower-Manhattan tenement to poor Russian immigrants; turned around *Bayonne* (N.J.) *Times* as teenager; went on to build nation's largest private media empire. Revenues now estimated over $1.5 billion. S.I. most secretive of leading 20th-century publishing tycoons. Died 1979; left sons Si and Don control of voting stock, family dictum: "The ties that matter are the ties to each other." Now some 20 relatives active; still tightly run: 28 newspapers, 9 Condé Nast magazines (plus 20-odd overseas), *Parade*, Random House, cable, etc. Heirs opposing perhaps largest estate tax action ever: IRS wants $914 million (including $305 million fraud penalties); family says only $47 million is due. Pending resolution, brothers share control of business worth at least $1.5 billion (much in trust).

Laurance Spelman Rockefeller

Inheritance, investments. NYC and Tarrytown, N.Y. 74. Married; 3 daughters, 1 son. Grandson of Standard Oil mogul John Davison Rockefeller. He and brother David *(which see)* chief investors of third generation. Some early success in venture capital 1940s (Eastern Air Lines, McDonnell Douglas Corp., Itek, etc.), lately Apple Computer, others. Active, controversial environmentalist; sets up, runs resorts, hotels, apt. complexes (Caribbean, West Coast, Hawaii). Chaired Rockefeller Center, Inc. 1953-66, still a director. Unwinds at Pocantico Hills, family compound near NYC. With trusts, etc., estimated net worth believed to exceed $700 million. *(See also other Rockefellers, A. Dayton, Ferry, Morgan, A. O'Neill, Roberts, Simpson, Thorn.)*

Samuel Jayson LeFrak

Real estate. NYC. 66. Married, 4 children. Father Harry built Brooklyn homes pre-WWII. Sam now largest U.S. apt. landlord: 87,000 units. Co-oping 32,000 units NYC. Planning futuristic Newport City for "500,000" on N.J. side of Hudson River; partner Melvin Simon *(which see)*. Investing big in oil and gas; also music publishing and production (Broadway's *Cats*, *My One and Only*, TV's *Fame*, etc.) Voluble; direct; carries no wallet, wraps money in rubberbands: "We serve the mass, not the class." On estimated net worth (over $700 million): "If I could count it, it couldn't be very much."

The Forbes Four Hundred

Barbara Cox Anthony

Anne Cox Chambers

Sisters. Inheritance. Father James Cox, poor farm boy who rose to become Ohio governor, Dem. pres. nominee 1920, built vast media empire; died 1957. Son James Jr. died 1974; daughters share 97% Cox Enterprises (13 dailies, incl. flagship Atlanta *Journal* and *Constitution*). Also 41% public Cox Communications (7 TV stations, 12 radio, cable, etc.), spun off 1964 to avoid antitrust charges. Barbara: Honolulu. 61. Divorced, widowed, remarried; 2 children. Third husband Garner Anthony, 55, chairman both firms; she runs ranching interests Hawaii, Texas, S. Carolina, Australia. Son James Kennedy publishes Grand Junction, Colo. newspaper. Anne: 64. Divorced, 3 children. Noted Atlanta society hostess, civic leader; first Atlanta woman bank director (1973); also director Coca-Cola; ambassador to Belgium for friend Jimmy Carter. Both women active on media boards. Their media holdings worth at least $1.4 billion.

John Thompson Dorrance Jr.

Dorrance Hill Hamilton

Hope Hill van Beuren

Tristam C. Colket Jr.

Charlotte Colket Weber

George Strawbridge Jr.

Diana Strawbridge Norris

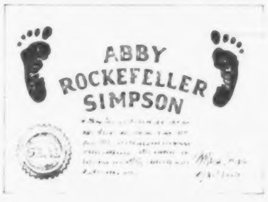
Uncle, nieces, nephews. Inheritance. John Jr.: Gladwyne, Pa. 65. Divorced, widowed, remarried; 3 children by first wife. Father John Sr. got Ph.D. 1897, went to work in Parisian kitchens, then chemist at $7.50/week for Campbell Soup Co. predecessor. Became president 1914 after brilliant idea: take water out of canned soup. Died 1930, leaving 5 children; 4 daughters now deceased. $129 million estate then 3rd largest in U.S. Heirs own roughly 61% Campbell Soup; half—paying $23 million annual dividend—controlled by John Jr., titular chmn. since 1962. Shy; gives much anonymously. His shares worth $650 million; well over $300 million dividends since 1930. Net worth should well exceed $675 million. Niece Dorrance: Strafford, Pa. 56. Married, 3 children. Runs house furnishings shop; likes to golf, garden, travel, fundraise. Recently made company director. Husband, Samuel, 60, a stockbroker. Dorrance's sister Hope: Middletown, R.I. 50. Married, 3 children. Until recently, ran local dress shop; husband John involved with venture capital. On mother Eleanor's death 1977, each daughter inherited 7% Campbell Soup Co. Cousin Tristam: Paoli, Pa. 46. Married, 3 children. Chairman Cressona Aluminum Co., maker aluminum extrusions. Other investments. His sister Charlotte: Ocala, Fla. and NYC. Early 40s. Married, 4 children. Husband John teaches dentistry at Cornell Medical College. Both breed Thoroughbreds in Fla. Upon death of mother Ethel 1965, each sibling inherited 7% Campbell; since sold some to diversify. Cousin George: Unionville, Pa. 45. Married, 3 sons. Bought controlling stake Delaware Trust Co. 1981 from several du Ponts. Major stake Tampa Bay Rowdies (soccer) 1975-83. Also breeds horses; other investments; teaches Latin American history at Widener College. His sister Diana: Coatesville, Pa. and Palm Beach. 43. Married; 2 sons, 1 daughter. Active horticulturist; her husband Charles a lawyer. Upon death of mother Margaret 1953, each sibling inherited some 7% Campbell. With stock, other assets, each of John Jr.'s nieces, nephews worth at least $150 million.

Edgar Miles Bronfman

Seagram Co. NYC. 55. Divorced, annulled, recently divorced again; 5 children by first wife, 2 by third. Grandfather Yechiel left Russia for Canada 1889, built small hotel chain; father Samuel switched to liquor trading, producing. Business thrived during and after Prohibition; added oil holdings 1960s. "Mr. Sam" died 1971; split huge fortune among 4 children. Only Edgar is U.S. citizen (from 1955); now CEO Montreal-based Seagram Co., world's largest distiller (sales $2.6 billion). Bronfmans have 41% Seagram; he owns 16%. Also large stake Cadillac-Fairview (real estate), other. Active philanthropist; heads World Jewish Congress. Net worth at least $675 million.

Warren Edward Buffett

Stock market. Omaha. 54. Married; 2 sons, 1 daughter. One of world's best financial minds: "the investor's investor." Bought first stock age 11, sold at a profit. Studied under late Benjamin Graham; left at 25 with $100,000 to launch family investment firm. Dissolved 1969 after 30-fold increase, no down years. Took over New England textile firm 1965 (Berkshire Hathaway Inc.); now diversified holding co. with record growth: 22% compounded annual rate for 19 years. Disciplined; uncanny sense of timing. "The market, like the Lord, helps those who help themselves." Supports nuclear disarmament, population control; prefers burger and Coke to gourmet cuisine. His 45% BH worth $665 million.



The youngest member of The Forbes Four Hundred is Abby Rockefeller Simpson, 27.

Milton Petrie

Petrie Stores. NYC and Southampton, N.Y. 82. Twice divorced, widowed, remarried; 3 children. Father came from Russia; ran pawnshop; went bust. Milt changed name from Petrovitzky; opened first clothing store Toledo 1927, others with 1930s federal loans; into bankruptcy 1937; out 1938. Big growth in shopping centers; also many acquisitions (latest: Miller-Wohl). Now chain over 1,300 women's specialty stores; 1983 sales $626 million. Medium-priced; much for teens. "Those girls—they'll live on hot dogs so they can spend their money on clothes." Works mornings, still terrorizes staff; plays bridge afternoons. His 63% stake, huge dividends, other assets, worth at least $610 million.

The Forbes Four Hundred

Perry Richardson Bass

Sid Richardson Bass

Edward Perry Bass

Robert Muse Bass

Lee Marshall Bass

Father and sons. Oil, investments. Fort Worth. Legendary oilman Sid Richardson (d. 1959) left bulk of estate to foundation, rest to nephew Perry, whose mother lent Sid $40 to start in oilfields during Depression. Perry: 69; married, 4 sons. Built second-largest private oil empire (after Hunts), stakes in nearly every large U.S. field. Helped design WWII PT boat; navigated Ted Turner's World Open championship win 1972. Eldest son, Sid, 42; married, 2 children; manages family fortune. Did well last year: Texaco bought back 25.6 million shares (9.7%) for $1.28 billion; estimated profit, $400 million. Unsuccessfully sought congressional bill 1984 to allow 4 brothers each "to go their own way," tax-free, with share of family assets. Edward, 39, single. Robert, 36, married, 2 children. Lee, 28, married, no children. All 4 Yale graduates. Family fortune must well exceed $3 billion: vast stock portfolio; real estate; oil, gas reserves; hotels, etc. "Most people, it seems, are not sure what they look like."

The oldest member of The Forbes Four Hundred is Helen Clay Frick, 95.

Paul Mellon

Inheritance. Upperville, Va. 77. Widowed, remarried; 2 children by first marriage *(see Timothy Mellon, Catherine Conover)*. Inherited some $250 million from father Andrew (legendary financier, U.S. Treasury Sec'y 1921-32; d. 1937). After Yale, 3 years at family's Pittsburgh bank; left to pursue art collection, English literature, fox hunting, Thoroughbreds. Major philanthropist: $100 million British art to Yale; East Wing 1978 to National Gallery, Washington, D.C. (founded by father, opened 1941); much more. Ran gallery from 1963, still chairman. Genteel lifestyle on 4,000-acre estate. Net worth well hidden, believed to exceed $600 million.

Stephen Davison Bechtel Sr.

Stephen Davison Bechtel Jr.

Engineering, construction. San Francisco. 84, 59. Father: married, 2 children. Son: married, 5 children. Warren A. Bechtel started railroad construction firm 1898 in Oklahoma, moved to San Francisco 1917. Son Stephen Sr. expanded from moderate size to global giant building mammoth projects (Hoover Dam; Alaskan pipeline, Washington, San Francisco subways). Jr. took over 1960, expanded nuclear plant construction, added airports. Estimated world revenues this year approaching $10 billion. Profits probably about $200 million: "They're not just a private company. They're a private country." Several top execs tapped by Reagan for high-level posts (incl. Shultz, Weinberger). Also 2 huge investment branches: company's Bechtel Investments, family's Sequoia Ventures. 2 sons, 2 sons-in-law of Jr. in business. Sr. and Jr. control family fortune, Bechtel Group, Inc.; worth more than $1.2 billion.

Jane Bancroft Cook

Inheritance. Cohasset, Mass.; Sarasota, Fla. 72. Thrice widowed, once divorced; 3 children. Grandfather Clarence Barron, Boston tycoon, bought *Wall Street Journal*, Dow ticker 1902 from Charles Dow, Edward Jones. Started *Barron's* 1921 (d. 1928). Fortune passed to daughter Jane (d. 1949), then to 3 grandchildren. Jane survives, shares 56% Dow Jones & Co. with 2 other branches *(see W. Cox, Bancrofts)*. Once played summer stock with Bogart; now shy, philanthropic. Dow director from 1950; upholds family's hands-off style. Fortune, tangled in trusts, exceeds $600 million.

Jack Kent Cooke

Real estate, cable TV, publishing, sports. Middleburg, Va. 71. Twice divorced, 2 children by first wife. Father's thriving picture-frame business Canada wrecked by Depression. Young Jack sold encyclopedias door-to-door, then soap, then radio stations/newspapers with magnate Lord Roy Thomson. Naturalized 1960 by act of Congress; retired for 6 months, got bored. Built/bought/sold Los Angeles Forum, 2 L.A. teams. Also Teleprompter: Family's 14%-plus brought over $100 million in 1981 sale. Paid $92 million 1979 for Chrysler Bldg., NYC; now worth triple that. Other property NYC, Phoenix, D.C. area. Jack's apple: 86% football Redskins. Net worth in excess of $600 million.

Samuel Curtis Johnson

Johnson Wax. Racine, Wis. 56. Married, 4 children. Great-grandfather founded firm 1886; Depression fended off (no layoffs) by Glo-Coat floor wax. Sam became new-products director 1955, urged nonwax items (Raid, Glade). Took over 1967, 4th-generation Johnson to run S.C. Johnson & Son. Still diversifying: personal care (Edge, Agree), fishing & camping equipment 1970s. Now, over-counter drugs. "I guess I'm still essentially a new-products guy at heart." Also very private; grooming 5th generation to follow. Controls family's 60% of $2 billion sales firm *(see also J. Louis Jr.)*, worth at least $600 million.

William H. Millard

ComputerLand. Oakland, Calif. 52. Married, 3 daughters. College dropout; chief of data processing for Alameda County (Calif.) 1961; gained reputation computerizing government operations. Worked for IBM, city of San Francisco, had 2 small software/consulting firms. Saw potential for retailing personal computer, opened first ComputerLand 1976. Now 670 franchises worldwide, negotiating outlets in Peking. 1983 sales: $1 billion. Projected 1984 sales: $2 billion. Corp. takes 8% of gross, franchising fees; store owners pressuring to go public. Millard owns 97%, worth at least $600 million. "Anybody in the industry had the opportunity to observe this phenomenon."

Edward Lewis Gaylord

Broadcasting, publishing, real estate. Oklahoma City. 65. Married, 4 children. Long in shadow of father E.K., who bought into *Daily Oklahoman* 1903, became one of state's most powerful figures. He died at age 101 (1974); E.L. runs diverse empire: 2 newspapers, 7 TV stations, radio, a farm journal, *Hee Haw* TV show, real estate, trucking, some oil and gas. Bought Nashville's Grand Ole Opry 1983 for estimated $250 million (now "Opryland USA"), incl. theme park, stage, hotel on 432 acres. Lives modestly; hunts quail. With family, has majority Oklahoma Publishing Co. Net worth at least $600 million. "We wouldn't want to sell it anyway, so it's just academic."

Curtis Leroy Carlson

Entrepreneur. Minneapolis. 70. Married, 2 daughters. Son of poor Swedish immigrants. During Depression, sold soap for Procter & Gamble while getting grocers to use his Gold Bond trading stamps. Went national after 1952. Before stamps became passé diversified into one-man conglomerate. Today, $2 billion sales Carlson Cos.: 250 Country Kitchen restaurants (just took TGI Friday's public); manages 35 Radisson hotels, 19 resorts, etc. Over 50% of sales from marketing group (incentive programs, 350 travel agencies). Tough, but top execs walk away millionaires. "You have to keep a little tension in the air." Net worth over $600 million.

William Walter Caruth Jr.

Real estate. Dallas. 72. Married, 4 children. Grandfather opened general store 1849, used earnings to buy land, amassed cotton plantation. Father increased acreage to near 30,000, sank into debt. Turned it over to Will Jr. 1939, who has been developing and selling it ever since. Former family ranch now known as North Dallas. Also other Texas land, developing Florida real estate. Holdings mostly in names of children, 2 nephews, but controls fortune worth at least $600 million: "I ain't talkin'." Principal sorrow: All 6 inheritors are uninterested in managing fortune or unable to.

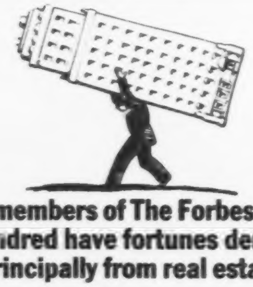
George P. Mitchell

Oil, real estate. Houston. 65. Married, 10 children. Son of Greek immigrant, sold stationery and bussed tables to complete Texas A&M 1940. Became freelance geologist for "eating money" plus piece of the action. Assembled pieces into Mitchell Energy & Development. From mid-1960s put much of profits into government-backed, massive 25,000-acre planned community, The Woodlands, north of Houston; owned by company. Population 18,000; expect 185,000. His 62%, other assets, worth at least $590 million. Wants his 10 children unspoiled: "We pay for their education, and we give them a car and maybe 1,000 shares of stock when they graduate. That's it."

Laurence Alan Tisch

Preston Robert Tisch

Brothers. Loews Corp. Started 1946 with father's resort in Lakewood, N.J.; had 12-hotel chain by 1955; gained control of Loews by 1960. Today, extremely profitable $5.3 billion-revenue conglomerate (hotels, theaters, insurance, securities, cigarettes). Larry: NYC and Rye, N.Y. 61. Married, 4 sons. Considered behind-scenes financial whiz. Bob: NYC and Harrison, N.Y. 58. Married; 2 sons, 1 daughter. Acts as front man, troubleshooter, said to travel over 120,000 miles/year, visiting firm's properties. Both use "candy store" management style: first-name, free-flowing communication; modest headquarters; dislike memos. Well regarded on Wall Street as canny, cash-flow-and-fundamentals investors. Generous: millions to NYU (Tisch School of the Arts). Inseparable: Live close together, dine together, share tennis, share limousine, share 44% Loews Corp. With vast holdings real estate, share fortune worth more than $1.1 billion.



71 members of The Forbes Four Hundred have fortunes derived principally from real estate.

Leonard Norman Stern

Pet supplies, real estate. NYC. 46. Divorced, 3 children. Father Max emigrated from Germany's Harz Mountains with 2,100 canaries; started pet business 1926 as Hartz Mountain Corp. Leonard earned M.B.A. at night; took over ailing firm at 21 (1959); expanded sales; took public, then private again 1979. Antitrust trouble: Settled late 1970s for over $40 million. Company admitted 1984 to obstructing justice (had employees lie under oath, trash evidence) over accusations of hiring hookers, bribery, antitrust, more. Deal reached: firm fined $20,000, grand jury probe ended. Cynical; tough; press-shy. Firm is pet industry leader. With immense N.J. real estate, net worth is at least $550 million.

Arthur Bejer Belfer

Oil, real estate. NYC. 77. Widowed, remarried; 3 children, 2 stepchildren. Polish-born. Quit making sleeping bags for Army 1952, got into oil, gas. Went public as Belco Petroleum Corp. 1959. Got nearly all crude oil, half profits from Peru; also domestic natural gas, coal mining. With family, owned some 45% until 1983 friendly takeover by InterNorth Inc. Now, nearly $300 million InterNorth preferred stock. Arthur chairman emeritus, son Robert president Belco. One son-in-law, Jack Saltz, senior v.p. Belco; other, Lawrence Ruben, comanages family's vast NYC real estate holdings. With family, minimum net worth $550 million.

Edward John DeBartolo

Shopping centers. Youngstown, Ohio. 66. Married; 1 son, 1 daughter, both in business. At age 13, wrote bids for Italian-speaking stepfather, a paving contractor. Plunged 1949 on untested idea most banks feared to lend on: suburban shopping centers. Plunged again on giant regional malls 1960s. Total development about 60 million sq. ft.; 49 major malls. Also owns banks, oil, 3 racetracks, hotels, sports teams. Starts 18-hour workdays by 6 a.m. Aide: "The stragglers come in at 8." Recently riled NFL by buying USFL Pittsburgh Maulers (pun on "mall"); even though son owns San Francisco 49ers. Minimum net worth: $550 million.

Winthrop Paul Rockefeller

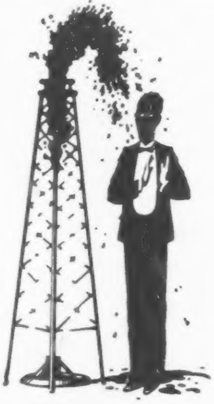
Inheritance. Winrock Farm, Ark. 36. Divorced, 3 children. Great-grandson of oilman John Davison Rockefeller and son of "black sheep" Winthrop (1912-73) of third generation Rockefellers, who fled to Arkansas (some say to escape gossip over 1954 divorce from Barbara "Bobo" Sears); became two-term governor. Win Paul suspended from Oxford after first year. Inherited father's mountaintop home, but 50,000-acre ranch and farm empire went to charity. Progressive farmer; rare public appearances confined to fundraising events. Net worth believed to exceed $550 million, mostly in family trusts. *(See also other Rockefellers, A. Dayton, Ferry, Morgan, A. O'Neill, Roberts, Simpson, Thorn.)*

Joan Beverly Kroc

Inheritance. La Jolla, Calif. 56. Divorced, widowed; 1 daughter. Third wife of Raymond Kroc, milkshake machine salesman who built McDonald's Corp. into world's largest food service company (d. 1984). Both were married when met in St. Paul restaurant 1956 (she was the organist); wed 1969. "I had realized that no other man in the world ever loved me as much as this guy did. He was my destiny." Launched Operation Cork 1976: aid for alcohol, drug abuse; foundation also helps abused and disabled children. Inherited McDonald's Corp. stake (now 10%, after recent stock sales); also San Diego baseball Padres (run by son-in-law). Net worth exceeds $525 million.

Daniel Keith Ludwig

Shipping, real estate. NYC. 87. Divorced, remarried 1938; 1 daughter by first marriage, 2 stepchildren. "Father of the supertanker." Son of Michigan real estate agent; quit jr. high school, borrowed $5,000 age 19 to convert old steamer. Hauled molasses, then oil. Scheme perfected 1930s: Get charter to move oil, use as collateral to borrow, build tanker; repeat. Owned world's third-biggest fleet (over 75); National Bulk Carriers now one-sixth of that. Added vast real estate, banking, mining, oil and gas; much since sold. In constant back pain since ship explosion 1920s. Gruff; reclusive. Few friends, no hobbies, no comment. Foreign assets (shipping, real estate, oil and gas), worth maybe $1.5 billion, run by D.K., owned by principal heir, his Zurich cancer institute. Retains U.S. assets (mostly S&Ls, NYC real estate), worth in excess of $500 million.



74 members of The Forbes Four Hundred have fortunes derived principally from oil and gas.

Forrest Edward Mars Sr.

Forrest Edward Mars Jr.

John Franklyn Mars

Candy. Frank and Ethel Mars sold candy from their kitchen 1911; opened factory; struck gold with Milky Way, Snickers 1920s. Frank financed son Forrest's British candy venture to keep him distant (d. 1934). Forrest Sr.: Las Vegas. 80. Married, 2 sons, 1 daughter. Built empire overseas, returned 1940, added M&M Candies, Uncle Ben's Rice; got control all operations 1964. Mars, Inc. now world's largest confectioner (also pet foods, coin machines, etc.); sales over $3 billion; nearly 40% U.S. candy market. Supersecretive: Execs keep quiet if they value jobs (also punch time clocks). Sr. now runs small Vegas chocolate factory started in retirement. Forrest Jr.: McLean, Va. 53. Married, 3 or 4 daughters. Short, stocky, secretive like father, but believed to be more congenial. Once ran Dutch subsidiary, now regarded as CEO. John: Arlington, Va. 49. Married; 1 son, 1 daughter. Strong-willed; may have inherited father's, grandfather's autocratic manners. Began with Australian operations, now co-president. Forrest Sr. visible "in spirit and by telephone," but 3 said to share control of company worth more than $1.5 billion (much in trusts).

Henry Lea Hillman

Industrialist. Pittsburgh. 65. Married, 4 children. Son of Pittsburgh's J.H. Hillman Jr., a coal broker who started mining 1913. One of few to stand up to the Mellons in their heyday. Henry joined business 1946. On father's death 1959 inherited fortune based on minority positions in heavy industry. Now entirely different portfolio: venture capital in high-tech medical and electronics; diverse real estate developments. "When times change, *you* have to change." Also Trailways, Inc. bus company. With the Hillman Co., other holdings, net worth exceeds $500 million.

Abram Nicholas Pritzker

Jay Arthur Pritzker

Robert Alan Pritzker

Father and sons. Financiers. Chicago area. A.N.: 88; widowed, remarried; 3 sons (1 deceased). Father Nicholas emigrated from Russia, started Chicago law firm 1902. A.N. joined early 1920s, soon developed keen eye for Depression real estate; by 1940 too busy with investments to accept new legal clients. Son Jay: 62; married, 5 children (1 deceased). Son Robert: 58; divorced, remarried; 5 children. Dominate family empire; Jay as brilliant "deal man," buying troubled firms at discount for engineer Bob to repair. Key holding: $3 billion sales Marmon Group, umbrella for over 65 manufacturing cos. Classic Graham and Dodd modus: Look at assets, cash flow, liquidity, the basics. Family has immense borrowing power. Secretive, but nationally visible from late 1960s as builders Hyatt hotels using unique atrium designs; today 75 U.S. hotels, 42 abroad (some 20% to 25% equity). Also *McCall's* magazine, casinos, vast real estate and timber, etc. Lately trying to revive Braniff International. Chicago's *eminences grises*; control fortune worth over $1.5 billion. A.N.: "On Saturdays, a good Catholic goes to confession. I go to the First of Chicago."

Lamar Hunt

Inheritance, oil, sports. Dallas. 52. Divorced, remarried; 4 children. Youngest of H.L. Hunt's "first family" *(see other Hunts, Hill, Schoellkopf. "Second family": see Ray Lee Hunt, et al.).* He and children share in oil trusts: 19% Placid Oil, 19% Hunt Energy. Personal business interests mainly sports: cofounded American Football League; owns Kansas City Chiefs, other sports clubs; also K.C. amusement park. Says devotes most time to World Championship Tennis, Inc. "I made the mistake of getting involved in too many things." Lives frugally: Flies commercial, usually wears same suit; avid gardener. Caught up in brother Bunker's silver bubble 1980 ("I'm not very good at business"). Estimated net worth over $500 million.

48 members of The Forbes Four Hundred have fortunes derived principally from financial operations.

Trammell Crow

Real estate. Dallas. 70. Married, 6 children. Before WWII a bank teller, then CPA. Built warehouse in Dallas 1948. "After that, we just got less and less small." Now nation's biggest developer; $1.5 billion construction starts 1983; 18 million sq. ft. office space; total assets $6.5 billion; all with partners. Other highly leveraged projects separate from Crow Co. Narrowly averted disaster in 1974 real estate crunch. Undeterred: "Don't sell. Tough it out, tough it out, tough it out." Completing 1.5-million-sq.-ft. Dallas computer mart, planning another for Times Square (NYC). Estimated net worth: more than $500 million.

Donald Leroy Bren

Real estate. Newport Beach, Los Angeles, NYC. 52. Twice divorced, 3 children. Son of late Hollywood producer Milton Bren, stepson of actress Claire Trevor. To college on skiing scholarship, lost bid for 1956 Olympics. Built first house 1958; expanded rapidly in Calif. suburban exodus. Built, sold Mission Viejo. Sold home-building firm to International Paper for $35 million 1969; bought back 1972 for $18 million. Joined Irvine Ranch buyout 1977. Added to Irvine Ranch holdings 1983 in one of largest real estate deals ever, now has 92% of firm owning 68,000 acres Orange County, Calif.; over $600 million added liabilities from buyout. Handsome; shy; secretive. Athletic: tennis mornings, skis weekends. Net worth should exceed $500 million. Others claim much higher; Bren lately upped IP stake to 4.9%.

A. Alfred Taubman

Real estate, art. Bloomfield Hills, Mich.; Palm Beach. 59. Divorced, remarried (former Miss Israel); 3 children. Immigrant father was small builder. Al started own on $5,000 loan 1950. Built shopping centers; went large scale 1960s. Now owns 75% of 21 big centers; manages more. Cash flow mystery: "The banks don't even know." Led Irvine Ranch buyout 1977; huge return when resold to D. Bren *(which see).* Invests much with pals H. Ford II, M. Fisher *(which see).* Has 80% Michigan Panthers (USFL); 60% Sotheby's; 100 movie screens; 800 fast food outlets (franchised); other art; stocks. For exercise, boxes at home. Net worth should surpass $500 million. Al: "I don't have a clue."

Leslie Herbert Wexner

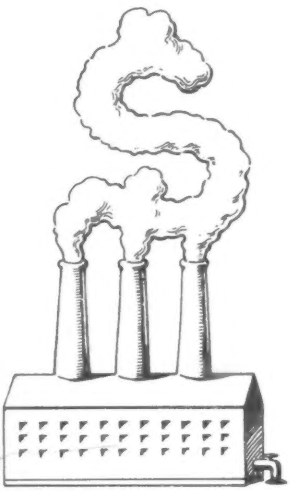
The Limited, Inc. Columbus, Ohio. 47. Single. Quit law school to work in father's clothing store; quit that after clashing over market strategy. Borrowed $10,000 to do it his way 1963: segment market, sell sportswear to young women. First year's sales $159,000. Now 1,100 specialty apparel shops; half are aimed at fashion-conscious career women ages 20 to 40; sales passed $1 billion 1983. Avid skier; art lover; budding takeover artist? Bought Lane Bryant, others, 1982; tried for Carter Hawley Hale 1984. Mother Bella is corp. sec'y, director, adviser. With immediate family, net worth just over $500 million. "People look at me differently now."

David H. Murdock

Real estate, acquisitions. Bel Air, Calif. 61. Divorced, remarried; 3 children by second wife. High school dropout. Built homes Phoenix, Ariz. after WWII; parlayed $100 million; saved $13 million from 1963 collapse. Then to California: real estate, small companies. "When everyone sees it's a good investment, it's time to sell." Currently buying. Cannon Mills for $413 million in 1982, bank financed; 35% Flexi-Van 1983. Was largest shareholder Occidental Petroleum (5%); reported tension with Chairman Armand Hammer *(which see),* company bought him out 1984 for $194 million when market value was $135 million. Also brick, water, warehouse, antiques cos. Former Nixon aide H.R. Haldeman a v.p. in real estate firm. Net worth believed to exceed $500 million.

Jack Richard Simplot

Potatoes. Boise, Idaho. 75. Divorced, remarried; 4 children by first wife. After quarrel with father,



95 members of The Forbes Four Hundred have fortunes derived principally from manufacturing operations.

J.R. quit 8th grade, left home. Sorted potatoes, raised hogs, put proceeds into 1st potato field. Millionaire by 30. Big break: meeting Ray Kroc *(see widow Joan)* and owning patent on frozen french fries. Now supplies 80% McDonald's fries. "When the time is right, you gotta *do* it!" Company expanding into computers for farmers. Raises Thoroughbreds, has 30-by-50-foot U.S. flag on 16-story flagpole in front of showcase home. Net worth said to exceed $500 million. Simplot says more: "I wouldn't sell for that, that's for sure."

Richard Mellon Scaife

Inheritance, publishing. Shadyside, Pa. (Pittsburgh). 52. Married, 2 children. Grandson of Richard Beatty Mellon, inherited $200-plus million from Mellon mother 1965. Estranged from sister *(see Cordelia Scaife May; also other Mellons, Conover, Milbury)*. Published *Pittsburgher* magazine until folded 1981; today owns moneylosing *Sacramento Union*, 2 smaller papers Pa., plus radio station. "Citizen Scaife": tough; hates publicity; won't use middle name, but still most prominent Mellon since uncle Richard K. (d. 1970). One of biggest contributors to New Right leaders, think tanks; gives millions annually. Between personal fortune and Mellon trusts, net worth may exceed $500 million; amount vigorously denied by him.

O. Wayne Rollins

Entrepreneur. Atlanta. 72. Married, 2 sons. Raised on small farm, found work during Depression in textile mill for $10/week. "It was a real easy decision—it was the only job offered." With brother John moved on to auto dealerships, then radio, TV stations. Started Rollins, Inc. 1948, expanded rapidly by acquisition (media; oil, gas services; pest control; security systems; others). Recently split into 3 public firms (Rollins Communications, RPC Energy and Rollins, Inc.); controls some 45% of each. Also stake Intermedics; 55,000 acres Ga., Fla., Del.; 12,000 head cattle; other investments. Avid farmer, quail hunter. Religious; close family ties; both sons help run. Net worth may exceed $500 million.

John Murdoch Harbert III

Construction. Birmingham, Ala. 62. Married, 3 children. Finished WWII with $6,000 craps winnings. Bought concrete mixer, tools; got local bridge contract, then highway work, pipelines, buildings. "Bankrupt" 3 times in first 20 years, but "our creditors remained unaware of the seriousness of our situation." Bid on risky Third World projects early 1960s; paid off. Now Harbert Corp. over $500 million revenues, mostly foreign. Bought Kentucky coal leases 1971 for $150 million, sold for over $400 million; still holds over $280 million Standard of Indiana stock. Reaped $74 million profit in Gulf Oil fight. Liquid, little debt; his 75% of firm worth minimum $500 million.

$200 Million or More

Allen E. Paulson

Gulfstream Aerospace Corp. Savannah, Ga. 62. Divorced twice, 3 sons. Self-supporting since 13. Cleaned hotel rooms, sold newspapers, milked cows before becoming TWA mechanic age 19 for 30 cents an hour. Pilot; inventor; learned aviation by taking apart engines, flying jets. Developed new oil valve, sold idea to airlines, launched business 1951. Designed own plane 1970s. Bought Grumman general aviation division 1978, Rockwell Int'l division 1981, formed Gulfstream; went public 1983. Builds plush private jets but no longer tests models himself: "My stockholding public wouldn't like that." His 70%, other assets worth over $480 million.

Malcom Purcell McLean

McLean Industries. NYC. 70. Married, 3 children. Farm boy, son of mail carrier; ran gas station after high school; put $30 down on used truck in Depression North Carolina. Built McLean Trucking into

And what's Malcolm Forbes worth?

Malcolm Stevenson Forbes

Publishing. Far Hills, N.J. 65. Married, 5 children. Father B.C., Scottish immigrant 1904, became widely syndicated financial columnist; launched FORBES magazine 1917. Sons inherited 1954: Bruce died 1964, MSF eventually became sole stockholder. Brief political career 1950s (2-term N.J. state senator; lost governor race 1957); turned to magazine. Now among top business publications: "Capitalist Tool" unusually profitable. Also balloons, yachts, motorcycles (despite recent accidents), Fabergé eggs, Colorado ranch, South Seas island, etc., etc. Weakness for aphorisms. Net worth, estimated by others:

Wall Street Journal: "$200 million or so [1982]."

Columnist James Brady: "Perhaps a half billion dollars [1984]."

Penthouse: "Closer to $200 million than $600 million [1983]."

MSF: "I don't know."

one of largest haulers U.S. Invented cargo containerization, revolutionized shipping industry. Feds made him choose, so unloaded trucking stock 1955 for $6 million. Sold Sea-Land Service to R.J. Reynolds 1969 for $160 million profit. Bought real estate, invested in corporate farming. Picked up ailing U.S. Lines 1978; turned around as McLean Industries; went public 1983; revenues now around $800 million. Semireclusive. His 90% MI worth $475 million.

Walter Hubert Annenberg

Publishing. Wynnewood, Pa.; Palm Springs. 76. Divorced, remarried; 1 daughter. Father Moses was legendary founder Triangle Publications (*Philadelphia Inquirer, Daily Racing Form*). Made big enemies: FDR reportedly set off IRS probe, Moe's conviction for $9.5 million tax evasion (d. 1942). Walter inherited debt-ridden firm; rebuilt to preeminence. Started *TV Guide* 1953, now country's most profitable magazine. Also *Seventeen, DRF*, vast stock holdings, art, real estate. Close friend of, ambassador to U.K. for Richard Nixon. Extremely charitable; lives well. "Anyone who wants to live poorly in order to die rich is a sick individual." Triangle worth over $1.3 billion. Walter votes all shares, owns about 35% worth over $450 million. 5 sisters (plus families of 2 deceased) share 65% worth over $125 million each.

Henry Crown

Lester Crown

Father and son. Industrialists. Chicago. 88, 59. Henry: remarried widower; 3 children (1 deceased). Lester: married, 7 children. Henry, son of Latvian immigrant, high school dropout (later finished at night), built up small building materials firm starting 1919; worth $1 million by late 1920s. Merged with General Dynamics 1959 for stock. Left board 1966 when GD decreed: Convert or redeem preferred stock. He redeemed, then bought common with a vengeance 1969; still owns 18%. Also substantial investments real estate (sold Empire State Building for $31 million profit 1961), other companies (Esmark, Vulcan Materials). Control of fortune passing to Lester (exec. v.p. at GD), other family. Henry remains active patriarch: Will not "sit in California or Florida and play cards and wait for death." Has donated some $75 million to charities. Joint net worth over $900 million.

21 members of The Forbes Four Hundred have fortunes derived principally from agriculture.

Roger Milliken

Gerrish Hill Milliken

Minot King Milliken

Brothers and cousin. Textiles. 68, 67, 68. Deering, Milliken & Co. begun 1865 as dry goods jobber by grandfather Seth and William Deering. Became selling agent for southern mills. Helped finance, held equity in suppliers until Depression; wound up owning many. Deering left to start International Harvester; Milliken & Co. now world's largest private textile firm: over 65 plants; revenues approx. $2 billion. Roger: Spartanburg, S.C. Married, 5 children. Patriarch and pres. from 1948. Pioneered use of modern machinery; stresses R&D spending. Considered benevolent dictator; conservative; lives modestly; on business details "He makes a clam seem like an open mouth." Hired nonfamily successor 1984; made self CEO. Gripes about imports; pushes "America's Freedom Fabric," with red-white-and-blue tags. Brother Gerrish: Greenwich, Conn. and NYC. Married; 4 sons, 1 daughter. General manager, handles automotive fabrics from NYC office. Cousin Minot: NYC. Married; 4 sons, 1 daughter. Company treasurer. Firm worth at least $550 million; also 40% Mercantile Stores stock. Roger key owner; worth over $450 million. Gerrish: $300 million. Minot: $150 million.

Charles Cassius Gates

Gates Corp. Denver. 63. Married, 2 children. Father sold steel-studded leather bands for auto tires from 1911; later, rubber tires, hoses. Uncle invented V-belt 1917; firm became world's leading maker belts and hoses. Charles born in back of family car en route to hospital; inherited 1961, with 4 sisters; eager to go beyond rubber products. On "roll of the dice," bought two-thirds moneylosing Learjet Industries 1967; couldn't give it away 1970; now profitable. Cowboy philosopher: "Sometimes you have to shoot from the hip." Dumped tires 1973; now roughly half of $1 billion-plus sales from nonrubber items. Private; earnings around $70 million. Also real estate. Controls firm worth over $450 million.

Sol Goldman

Real estate. NYC and Mill Neck, N.Y. 67. Separated, 4 children. Goldman-DiLorenzo once NYC's largest, most leveraged landlord. Quit Brooklyn College to run father's grocery store 1935; began scooping up foreclosed properties at bargain prices. Almost destroyed by 1973-74 real estate slide. Lost 40%. On partner's death (1975) Sol, Alex DiLorenzo's sons split remaining 60% by flipping quarters. Today: over 600 parcels, mostly Manhattan; receives daily offers from dozens of brokers. Hobby: "I go out at night and look at real estate." Wife sued 1983 to end 43-year marriage; claimed Sol worth $630 million; sought half. May reconcile. With stocks, gov't securities, net worth exceeds $450 million.

Harry Weinberg

Real estate, securities. Honolulu and Baltimore. 76. Married, 1 son. Austrian-born, left 6th grade to work in father's Baltimore auto shop. Began buying real estate 1930s. Bought public bus systems

1950s and 1960s (NYC, Dallas, et al.); sold at huge profits, sometimes to cities. Owns immense property Hawaii, Maryland, plus big stakes Alexander & Baldwin, Maui Land, others. Combative: long history of boardroom brawls. Loves jousting with reporters. Once called "a genius at bad public relations," but "grudgingly admired," even by foes. Still vigorous despite long bout with cancer. Hawaii's richest man, worth over $450 million; "nearly all willed to the poor."

Cyril Wagner Jr.

Jack Brown

Partners. Oil. Midland, Tex. Believed Midland's richest. Set up Wagner & Brown Oil Properties 1962, built up prodigious oil production. Now have "staggering" cash flow, modest debt; set up Canyon, Inc. to diversify out of oil (aeronautics, plastics, etc.). Wagner: 50. Divorced, remarried; 5 children. Brown: 58. Married, 3 children. Partnership sealed with a handshake, not formal papers. Says Wagner: "We just complement each other." Friends and sometime business partners with oilman T. Boone Pickens. "They go hunting together, they get drunk together." Joined Pickens' failed Gulf takeover bid earlier this year; about $70 million profit. Share equally business empire worth at least $900 million.

Henry Earl Singleton

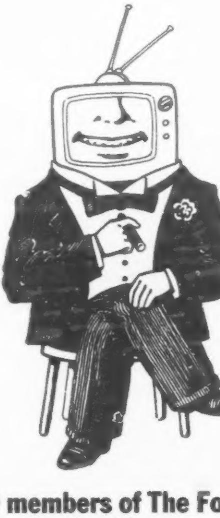
Teledyne. Los Angeles. 67. Married, 5 children. Learned discipline at Annapolis, engineering at MIT, conglomerating under Charles (Tex) Thornton at Litton Industries. Left 1960 to pursue childhood dream: building a giant. With Litton colleague George Kozmetsky *(which see)*, backing from Arthur Rock, built Teledyne conglomerate 1960s. Quit acquiring 1969; content buying over 20% of five large firms 1970s. Tight-lipped strategist: Teledyne President George Roberts (old Annapolis roommate) learned of $400 million stock buys after the fact. Recently bought in 43% of firm's shares. With 14% Teledyne, 1.5% Apple, net worth at least $450 million.

Henry John Heinz II

H.J. Heinz Co. Pittsburgh. 76. Divorced, remarried; 1 son. Grandfather, at 16, learned housewives would pay for convenience (he grated, bottled horseradish for resale); started business 1869. "Do a common thing *un*commonly well." Heinz Co. turned out K rations during WWII. H.J. II ran 1941-66, brought in nonfamily management 1966. Firm estimates customers include 15% world population: moving into Asian, African markets. Chairman H.J. II only family member still in firm (son H.J. III GOP Senator from Pa.); controls 17%. With cumulative dividends, etc., worth over $440 million.

August Anheuser Busch Jr.

Anheuser-Busch. St. Louis. 85. Widowed, twice divorced, remarried; 10 children. Family firm since 1861 when grandfather Adolphus married Lilly Anheuser; made corn syrup, yeast during Prohibition; Budweiser before and after. First post-Prohibition case shipped to FDR. August owns 13% Anheuser-Busch; runs firm's St. Louis baseball Cardinals. Inhabits French Renaissance château in St. Louis County, where he rode to hounds in younger days; now prefers "coaching" (precision horse & carriage driving): at 82 was first American to capture Queen's Cup coaching title from England. Son August III, 47, runs company. Net worth over $425 million.



59 members of The Forbes Four Hundred have fortunes derived principally from media enterprises.

Robert Edward Turner III

Turner Broadcasting System. Marietta, Ga. 45. Divorced, remarried; 2 children by first marriage, 3 by second. "Ted" booted from Brown U.: female found in frat room. At 24 took over late father's bankrupt billboard firm, rescued legacy. Revamped ailing Atlanta TV station 1970, bought out timid partners, today owns 87% Turner Broadcasting. Created first cable "superstation" (now WTBS) 1976: free continental air time for his Atlanta baseball Braves, basketball Hawks. Took time out 1977 to win America's Cup ("Hey, it was just a race"). Now airs on 85% of country's cable hookups with WTBS, CNN, etc. Reputation as canny, swaggering opportunist: "I was cable before cable was cool." Worth well over $400 million.

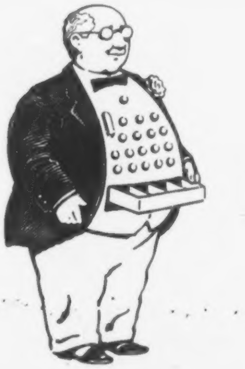
Fred Charles Trump

Donald John Trump

Father and son. Real estate. NYC. Fred: 78. Married, 5 children. Donald: 37. Married, 3 children. Fred self-made builder; began 1940s, with son amassed 20,000 NYC apartments. Donald joined 1968, took over 1976. Fred: "He's gone way beyond me." Donald, flamboyant "boy wonder," attracts top institutional investors. Opulent 68-story Trump Tower, NYC, has condos at up to $12 million. Opened Harrah's at Trump Plaza, world's largest hotel-casino, in Atlantic City 1984. Brash, but not careless: Dropped uneconomical plan for $200 million Trump Castle condominium NYC—spires, moat, drawbridge, "very Trumpish." Told Prudential: "I don't want to have my first loser." Father overseeing slow co-oping of outer borough apartments. Fred's minimum net worth: over $200 million; rest Donald's, over $400 million.

Joe Lewis Allbritton

Broadcasting, publishing, banking. Houston; Washington, D.C.; La Jolla, Calif. 59. Married, 1 son. Born in D'Lo ("Damn Low"), Miss. Fa-



19 members of The Forbes Four Hundred have fortunes derived principally from retailing.

ther owned Houston cafes. Son became millionaire 8 years out of law school, buying 400 acres Houston on bank loans. Bought, sold now-defunct *Washington Star*, other businesses. Today: 5 papers, 5 TV stations, insurance, funeral homes, real estate (wholly owned Perpetual Corp.). Also 3 Houston banks, one in London; 41% Riggs National (D.C.). Collects art. "A giant at 5 ft. 2." Despite debt, net worth exceeds $400 million.

Cordelia Scaife May

Inheritance. Ligonier, Pa. 56. Divorced, widowed; no children. Granddaughter of Richard Beatty Mellon. Inherited $200 million-plus from Mellon mother 1965. Brief marriage 1950 to Herbert A. May Jr. Later wed longtime friend Robert Duggan, Pittsburgh's D.A., 1975. Lives modestly, privately; supports zero-population growth, various liberal and environmental causes through Laurel Foundation. In 1979 put $10 million into venture capital firm for alternative energy. Estranged from right-wing brother *(see Richard Scaife; also other Mellons, Conover, Milbury)*. Net worth, mostly trusts, should exceed $400 million.

Saul Phillip Steinberg

Financier. NYC. 45. Twice divorced, recently remarried; 4 children. Brooklyn-born boy genius; U. of Pa. grad at 19. Managed chain 46 subway newsstands; pioneered computer leasing (Leasco) with father's $25,000 loan 1961. Stock hot late 1960s, led to Reliance Insurance purchase 1968. Shook up Wall Street with bold (but failed) attempt to grab Chemical Bank 1969; launched career buying big chunks, sometimes all, of unwary firms. Lately, $60 million greenmail gain (before expenses) from Disney. Went private 1982 in $550 million deal ("I'm trying to simplify my life"); now $3.7 billion (assets) Reliance Group Holdings. Reports book value $400 million, earnings $70 million; all owned with family. Sign on desk: "This too shall pass."

Arnold Bernhard

Value Line, Inc. Westport, Conn. 82. Married, 2 children. Quit as *Time* magazine drama critic 1928 to work for speculator Jesse Livermore. Livermore went on to suicide; Arnold to Moody's, founded Value Line Investment Survey 1935. Once lived above company in midtown Manhattan town house; now has Westport, Conn. mansion. Took Value Line public 1983, kept 8.1 million shares (81%). Considered demanding boss: "You have to allow yourself to be exploited, because if you're not profitable to others you cannot be profitable to yourself." With significant investment portfolio stashed in own mutual funds, minimum net worth $400 million.

Robert Orville Anderson

Oil, land. Roswell, N.M. 67. Married, 7 children. Father first banker to lend on oil in ground; Robert borrowed $50,000 in 1941, invested in "teapot" refinery. Drilled 200 dry holes until big strike 1957; bought ($4 million) and sold ($25 million) Wilshire Oil; bought 1.1 million acres, mostly ranches, in N.M., Tex., Colo. Sold refinery to Arco 1962, went on board. CEO 1965. Lost takeover bid for Gulf to SoCal 1984. Other interests include Denver real estate, banks, stock. "Stick to what you know, and your chances of success are much better." Visible assets, including 373,000 shares Arco, worth $400 million.

Edwin Lochridge Cox

Oil. Dallas. 62. Widowed; 2 sons, 1 daughter. Born Arkansas; in Texas oil since 1946. One of nation's biggest independent oilmen. Also very active in corporate boardrooms: director InterFirst Corp.; former chairman SEDCO, Keebler; former director LTV, Gillette, Dr Pepper, others. "Pleasant, engaging fellow"; helped develop E.L. Cox School of Business at Southern Methodist Univ. 1978. Active Dallas civic, education boards. Son Berry, in business with him, is son-in-law of Texas Senator John Tower. Other son, Edwin Jr., has own vast agribusiness. Net worth believed to be at least $400 million.

Nicholas Louis Deak

Banking. Scarsdale, N.Y. 78. Married, 1 son. Born to wealthy Transylvanian banking family; Swiss Ph.D. in economics and finance 1929. Immigrated to U.S. 1939, became economics professor at Pa. prep school. Citizenship 1943. Headed OSS unit during WWII, accepted Japanese surrender in Burma 1945. After war, became partner with Perera Co., then largest gold and currency firm. Took control 1946 as Deak-Perera. Now world's largest foreign exchange firm, over 80 offices in 7 countries. Values gold: "You can't eat gold, but you can't eat paper currency that is so worthless it won't buy anything." Also real estate in N.Y. and California. Vegetarian, competitive runner. Net worth has been estimated at $400 million.

Charles de Ganahl Koch

David Hamilton Koch

William Ingraham Koch

Frederick Robinson Koch

Brothers. Oil. Charles: Wichita, Kans. 48. Married, 2 children. David: NYC. 44. Single, no children. Twin William: Boston. Married, no children. Frederick: NYC. 51. Single, no children. Sons of Fred (d. 1967), Texas farm boy, later MIT, 1 of 3 founders Rock Island Oil & Refining. Sold oil to Russians 1920s; later was charter John Bircher 1958. Charles took over on father's death, changed name to Koch Industries. Created major diversified company: oil, pipelines, refineries, ranching, etc.; estimated revenues $15 billion. Father had counseled his "dear boys": "Be kind and generous to one another." Sons' 3-year feud for control ended 1983 when Charles, chairman, and David, exec v.p., bought out William and Frederick (neither active in company). Price undisclosed, but the 4 shared equity in company, worth at least $1.5 billion. Charles: "People we deal with in the oil business, the chemical business, the cattle business and the shipping business know us. Other people don't, and that's fine."

Oveta Culp Hobby

Broadcasting, publishing. Houston. 79. Widowed, 2 children. Ran for state legislature age 25, lost. Next year married former governor, *Houston Post* publisher William Hobby (d. 1964). Co-editor, publisher; added radio, TV. Assertive; high profile led to gov't appointments: headed Women's Army Corps WWII. First HEW Sec'y under Eisenhower. Son William Jr. now Texas lt. governor; daughter Jessica Catto runs *Wash. Journalism Review*. Sold *Post* 1983 for some $130 million; then bought Cowles Broadcasting for $183 million. Wealth in names of heirs, largely controlled by Oveta. With Houston TV (worth $200 million), other stations, net worth is at least $375 million.

Carl R. Pohlad

MEI Corp., banks. Minneapolis. 69. Married, 3 sons. Hauled laundry to help support family of 10 in West Des Moines, Iowa. Started collecting delinquent loans while working on banker's farm. Recruited by Bing Crosby to play football at Gonzaga Univ.; quit after season to sell cars. Took control Minneapolis bank-holding company after brother-in-law CEO died 1948. Turned failing bus firm early 1970s, into third-largest Pepsi bottler; MEI sales over $600 million. Small bottlers approach him to be acquired. Unpretentious: "You have to be lucky." Paid reported $32 million 1984 for 52% Minnesota (baseball) Twins to prevent team from leaving Twin Cities. With 4 million MEI shares, bank-holding company, interest in 30 smaller banks, real estate, worth at least $375 million.

Robert William Galvin

Motorola. Barrington, Ill. 61. Married, 4 children. Father Paul founded Motorola 1928 on $565 with idea "from God" to make car radios. Only son, groomed from childhood to take over, became president 1956. Changed from maker of car radios, TV sets 1960s to worldwide supplier of semiconductors, assorted communications equipment. Competitive; careful: "The guy that's king of the hill is vulnerable." Now chairman. Heads Reagan's Advisory Council on Private Sector Initiative. With wife, has over 7% Motorola stake, worth $360 million.

John Thomas Lupton

Coca-Cola bottler. Chattanooga, Tenn. 58. Married, 4 children. Grandfather John T. used piece of patent medicine fortune to finance first Coke bottling plants with 2 partners 1899; died 1933. Father Carter bought, sold Coke franchises at frantic pace; ran business until he died 1977. "Jack" started 1954. Shrewd; outspoken. As only bottler on previous Coca-Cola Co. boards, scolded management for fearing change. Now largest U.S. bottler: Houston, Dallas, Fort Worth, Austin, Phoenix, Denver; volume $650 million. Hires best people and pays well. "I think the Pepsi Challenge will neutralize itself." Golf lover, built the Honors Course near Chattanooga. Net worth more than $350 million.

John Jeffry Louis Jr.

Inheritance. Winnetka, Ill. 59. Married, 3 children. Mother was a Johnson of Johnson Wax *(see also Samuel Curtis Johnson)*. John known mainly as philanthropist, investor. Named ambassador to Britain 1981: praised for ceremonial role, blamed for lack of experience. "I will never be a professional. People get to be that way by spending their lifetimes in this business." Resigned 1983, reportedly under pressure. Now manages numerous investments full-time; trustee, fundraiser Northwestern Univ. With family's 30% stake Johnson Wax, worth at least $300 million. Other holdings exceed $50 million.

15 members of The Forbes Four Hundred have fortunes derived principally from high technology.

Jack Rudin

Lewis Rudin

Brothers. Real estate. NYC. Father Samuel and brothers founded Rudin Management 1924 to run handful of tenements. Jack: 60. Widowed, 3 children. Lewis: 57. Divorced, remarried; 2 children. Both joined firm 1946; today own 4,000 apt. units in 25 well-located buildings. Also over 6 million sq. ft. office space, most highly profitable and built before 1972. Long-held family philosophy: Never sell. But interest rates, rent guidelines now forcing to co-op: "We have been the lone holdout, and we can't handle it anymore." Recently began constructing midtown office building. Civic-minded: Jack chairs NYC Marathon committee (gives annual "Rudin Trophies"). Lewis is founder-chairman Association for a Better New York. Share net worth of $700 million or more.

Peter Stephen Kalikow

Real estate. NYC. 41. Married, 1 son. Kalikows long successful builders, owners row homes in declining boroughs; father Harold (d. 1983) split from family business 1967, switched to Manhattan. Son Peter heads H.J. Kalikow & Co.; owns 7,000 apartments NYC; co-oping in Queens, not in Manhattan. Risked big at 101 Park Avenue, hit booming office market in 1980. Now redoing opulent former AT&T headquarters downtown. Still building high-priced NYC rentals. "We like to turn over a building every year or so to keep our residential division in tune." Worth minimum $350 million.

Luigino Francesco Paulucci

Food processing, real estate. Sanford, Fla. and Duluth, Minn. 66. Married, 3 children. "Jeno," son of poor Italian immigrants, sold produce outdoors as "barker" age 16. "That's why my voice is still hoarse." Borrowed $2,500 1944 to make canned Chinese food. Proved expert promoter; Chun King ruled market; sold 1966 for $63 million. Set up Jeno's 1967 (frozen pizza, snacks), gave to children. Began buying cheap land near Orlando, Fla. 1950s; now over 7,000 valuable acres. Building Heathrow: 1,260-acre luxury community. With other investments, minimum net worth $350 million. "Get a mate who will allow you to work day and night 7 days a week, if need be. Otherwise stay single."

Elbridge Hadley Stuart Jr.

Dwight Lyman Stuart

Brothers. Inheritance Grandfather Elbridge Amos Stuart founded Carnation Co. 1899 in Kent, Wash. Paid $25,000 for method of making good evaporated milk. First customers were prospectors on way to Yukon gold rush. Now sales $3.4 billion, incl. Coffee-mate, Instant Breakfast, Friskies, Contadina; 31-year streak consecutive increased earnings. Elbridge: Bellevue, Idaho. 67. Married, 1 son. Rose to v.p. Carnation, quit 1961 over autocratic practices of CEO father, Elbridge Sr. (d. 1972): "A company isn't one man's life, but many generations." Ranch recluse; raises cattle, alfalfa. Wife (Marion Butler Stuart) noted paleontologist. Dwight: Los Angeles. 60. Divorced, remarried; 3 sons by first marriage, 2 by second. President 11 years under current CEO H. Everett Olson (not related); resigned in 1983, still a director. Dwight Jr. v.p. in charge of pet food. Family holding co. (44% Carnation) dissolved, stock distributed 1980; Dwight now controls stock worth at least $350 million, Elbridge at least $250 million.

Kirk Kerkorian

Trading, investments. Los Angeles and Las Vegas. 67. Twice divorced; 2 children by second wife. Son of Armenian immigrants; quit trade school to help support family. Became amateur lightweight boxer 1930s; sold $100 junk cars. Switched to DC-3s after WWII; built airline; sold to Transamerica 1968 for some $100 million. Broke even buying, selling Western Airlines 1970s. Big profit in Columbia Pictures battle 1981. Today has half interests MGM/UA Entertainment, MGM Grand Hotels. Celebrated high roller. Avoids attention but attracts plenty. Has "loyal inner circle." Deducting leverage, stock worth at least $350 million.

146 members of The Forbes Four Hundred control fortunes that were mostly or entirely inherited.

John H. Krehbiel Jr.

Molex Inc. Downers Grove, Ill. 78. Married, 2 sons. Father Fred, brother Ed founded small plastic molding outfit 1938 when Fred created low-cost plastic (Molex) from industrial waste. John Sr. president 1947. First plastic flower pots, toys; then electrical components. Profited in postwar appliance boom. Molex Inc. dropped Molex late 1960s; now buys plastic. "We're not great engineers, we're not great money people, and we're not great salespeople. We just do all of those things fairly well." Now chairman; both sons in business. Control 50% of firm, worth $345 million.

Clinton Manges

Oil, land. Freer, Tex. 61. Married, 4 adopted children. One of 6 children of migrant cotton farmers in Oklahoma Dust Bowl. Moved to south Texas 1930s for better land. While dealing real estate for father of U.S. Sen. Lloyd Bentsen (D–Tex.), acquired vast, valuable land, oil. "The first generation is always a hard s.o.b. It's the next generation that has the nice guys." Got state to join in suit against Mobil for oil lease violations. Settled 1983, now trying to sell leases. Owns over 150,000 acres, mineral interests in 50,000 more. Trouble: getting money to pump oil from ground. Also San Antonio (football) Gunslingers. Despite cash flow problems, holdings worth well over $325 million.

Leon Hess

Amerada Hess Corp. NYC and Deal, N.J. 69. Married, 3 children. Lithuanian father's small N.J. fuel-delivery firm bankrupt 1933; reorganized same year with Leon (age 18) in charge, also drove truck. Aggressively underbid competitors for federal oil contracts; entered storage business 1938. In WWII, Gen. Patton's petroleum supply officer. From 1945, integrated (first refinery 1958, service stations 1959, acquired Amerada 1969). Now Amerada Hess sales $8.4 billion. Son John, 29, v.p. Leon demanding chmn., secretive; owns over 12%. Also N.Y. (football) Jets, one-third Monmouth racetrack. Minimum net worth: $320 million.

Ernest Gallo

Julio Gallo

Brothers. Wines. Modesto, Calif. 75, 74. Both married with 2 children. Started in shed 1933 with patience, determination and roughly $5,900. Sold wine at 50 cents a gallon, half the going rate. Ever since: Smiling Julio squeezes the grapes, fierce Ernest pinches the pennies, makes millions ("You can work for him [Ernest] for 20 years. But the day he thinks you aren't working as hard as you should, he'll fire you."). Today largest U.S. vintner with over one-quarter of all wine sold in U.S. Well-integrated manufacturer: grows, picks, squeezes, bottles, distributes, collects; industry price leader. First to hire research chemists, automate, computerize operations. No public tours; no figures released: "Any disclosure is extremely distasteful." Unit volume up over 1982, but experts say dollar volume probably same (over $600 million). Joint net worth exceeds $600 million.

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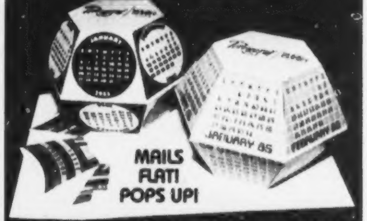

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TITLE ______
COMPANY ______
ADDRESS ______
CITY ______ STATE ____ ZIP ____
PHONE ______

William Coburn Cox Jr.

Jane Cox MacElree

Brother and sister. Inheritance. Great-grandchildren of Clarence Barron (1855-1928), Boston tycoon who built up *Wall Street Journal, Barron's,* Dow ticker. Bill: 53. London. Married, 4 children. On board Dow Jones, serves as executive director European operations; commutes by Concorde. Jane (Mrs. Lawrence E. MacElree): Newtown Square, Pa 55. Divorced, remarried; 7 children. Lives with lawyer-husband on "Fairy Hill Farm"; has raised money for Philadelphia charities. Since death of mother Jessie B. Cox (1982), they preside over $600 million in Dow Jones stock, most in interlocking trusts. *(See also Jane Cook, Bancrofts.)*

Leonard Marx

Real estate. Scarsdale, N.Y. 80. Married, 3 children. Graduated Yale 1920s, became broker. Dealt in chain-store properties, switched to shopping centers. Now owns downtown real estate in various cities (some $50 million worth in NYC alone) and many shopping centers. "We don't sell. Just buy." Still works daily: "Everybody has the obligation to produce as long as they are capable." Knowledgeable peers say net worth is over $300 million. Denied by him.

John Werner Kluge

Metromedia. Charlottesville, Va. and NYC area. 70. Married, 3 children. German-born; family settled in Detroit 1922. Put self through Columbia ('37). After WWII started D.C. radio station; also sold Fritos, Cheetos, food, silver polish; bought real estate. Got control Metropolitan Broadcasting 1959; parlayed into Metromedia. Expert at managing cash flow, diversifying (now 7 top-market TV, 12 radio stations, Harlem Globetrotters, Ice Capades, etc.). With stock price low, took private 1984 in industry's biggest leveraged buyout (some $1.2 billion). His 26% stake drew about $115 million cash, plus over 75% of new firm. Net worth already exceeds $300 million; has shot at much more. *Klug* in German means "smart."

21 members of The Forbes Four Hundred, or 5%, are immigrants.

Roy Michael Huffington

Oil. Houston. 66. Married, 2 children. Father killed by poison dart while exploring for oil in South American jungle. Roy (Harvard Ph.D. in geology) explored for Exxon, went out on own 1956. Moderate success until 1968: Heard Indonesian area looked like Louisiana Basin geologically; made stupendous gas and oil discovery. "It's good to peel back the old earth and see the history of the world." Had to take in many partners, but keeps 17%: Partner Enstar paid $180 million for Superior Oil's 7.5% stake. Roy recently lost bid to control Enstar, run by college classmate O. Charles Honig. Net worth believed to exceed $300 million.

Abby Milton O'Neill

Inheritance. Oyster Bay, N.Y. 56. Married, 6 children. Mrs. George D. O'Neill, great-granddaughter of oilman John Davison Rockefeller, niece to David and Laurance *(which see)* and daughter of Abby Rockefeller Mauzé (d. 1976). Active in civic affairs and charities, particularly counseling for adolescents and families. Little known. Her estimated interest in Rockefeller family trusts, other assets, believed more than $300 million. *(See also other Rockefellers, A. Dayton, Ferry, Morgan, Roberts, Simpson, Thorn.)*

Ray Lee Hunt

Ruth Ray Hunt

Ruth June Hunt

Helen Hunt Hendrix

Swanee Hunt (Meeks)

Inheritance, oil, real estate. Dallas area, except Swanee in Denver. Ray Lee: 41. Married, 5 children. His mother, Ruth Ray: 67. Widowed. His sister Ruth June: 40. Unmarried, no children. Sister Helen: 35. Divorced, remarried; 5 children. Sister Swanee (Mrs. Mark Meeks): 34. Married; uses maiden name. The 2nd family of oilman H.L. Hunt, who legitimized family by marrying Ruth Ray 1957, after death of first wife 1955 (long kept families secret from each other; *see other Hunts, Schoellkopf, Hill*). Inherited Hunt Oil Co., other properties 1974. Women active in religious affairs: Ruth June works as professional Christian speaker-singer, Swanee as lay minister. Ray manages business; turned around ailing Hunt Oil, expanded exploration; this year made first-time oil discovery in desolate North Yemen. Also vast real estate development in and around Dallas, especially skyline-dominating Reunion Center. Started *D* magazine, owns other publications. Unlike half-brothers, politically active. "I decided long ago that I'm not going to compete with my father's success, or my brothers' or anybody else's." Mother's $250 million inheritance now a shared fortune over $1 billion; Ray's share over $300 million.

Jack Parker

Real estate. NYC. 69. Married, 2 children. Son of blouse manufacturer; started in Depression as lumber salesman, established own company. Built suburban homes 1950s, then took big risk: huge luxury apt. complex in Forest Hills, N.Y. (Parker Towers). It worked. Expanded into Manhattan, N.J., Fla. 1960s. Built profitable Parker-Meridien Hotel midtown Manhattan; wealthy clientele attracted by discreet, French management style. Parker's nameplate on hotel office: "Jack Parker—he owns the whole shebang." Co-oping most of 2,000 apts. on Manhattan's East Side. Building office parks NYC area, Fla. Minimum net worth: $300 million.

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Larry Fisher

Zachary Fisher

Brothers. Real estate. NYC. Late 60s. Larry, elder. Both married, each 1 child. Third generation of family in NYC real estate (Park Ave. Plaza, Burlington Building, et al.). Two sons, 3 nephews in the business. Zachary: "The banks always look at your continuity." Secretive. Own roughly 6 million sq. ft. office space. Respected for good architectural sense. When Daniel Ludwig *(which see)* left NYC real estate circa 1972, kept interests with Fishers. Follow "3 basic rules of the trade: location, location and location." Larry is tough negotiator, baseball fanatic. Zachary bankrolled effort to turn 900-ft. aircraft carrier *Intrepid* into floating museum. Share minimum net worth of $600 million.

William Clay Ford

Henry Ford II

Josephine Clay Ford

Brothers and sister. Grandchildren of *the* Henry Ford. Their Class B Ford Motor Co. is 40% of voting stock. Henry: 67. Palm Beach. Twice divorced, remarried; 3 children by first wife. Named Ford director third year at Yale (never graduated). Released from Navy after father Edsel's death 1943. Two years later took over company at 28. Reorganized, rebuilt from $8 million loss 1946 to $260 million profit 1950. Considered early retirement but "when I got to be 40 I just wasn't ready to quit." After 34-year reign, chose first non-Ford to steer company 1979. With immediate family's stock, art, other interests, net worth exceeds $200 million. Josephine (Dodie): 61. Grosse Pointe, Mich. Married, 4 children. Husband Walter B. Ford II is unrelated Ford from old Detroit banking family. Major contributors to Detroit Institute of Arts. Her stake worth $170 million. William Clay: 59. Grosse Pointe Shores, Mich. Married, 4 children. Also director while at Yale. Named to Ford Executive Committee 1978. Henry ran Ford; William bought, ran Detroit (football) Lions instead. Became Eugene McCarthy's running mate 1976 (for 6 days). Has personal golf course, real estate. Wife is Martha Firestone. His minimum net worth: $300 million.

Gerald Douglas Hines

Real estate. Houston. 59. Married, 2 children. Was building systems engineer 1950s. Real estate sideline: started with $16,000 conversion of frame house into offices; became full-time occupation 1957. Worth $6 million when awarded bid to build Shell Oil 50-story Houston offices. Built famed Galleria, others, went nationwide 1970. Now owns, often with half-interest partners, over 66 million sq. ft., mostly commercial space in 34 cities, incl. 9 million sq. ft. downtown Houston. Known for striking architecture (Pennzoil Place), renowned architects (Philip Johnson, I.M. Pei), reasonable construction costs. Minimum net worth: $300 million.

William Bernard Ziff Jr.

Publishing. NYC. 53. Divorced, 3 sons. Father cofounded Ziff-Davis 1930s. After his death (1953), son bought out Bernie Davis. Ziff Corp. now prosperous: some 70 publications *(Car and Driver, Popular Photography)* for young, special-interest audience. Also trade mags; moving rapidly into computer field. Added TV stations late 1970s; recently sold all 6 for $100 million. Private; lives in modest Manhattan town house. Observer: "The first thing you would do if you moved in was decorate—not redecorate." Serious-minded: "I think the dreariness of small talk is something that we should all take arms against." With real estate, his net worth estimated to be at least $300 million.

Wilton Robert Stephens

Jackson Thomas Stephens

Brothers. Investment banking, oil and gas. Little Rock, Ark. Witt: 76. Widowed, remarried; 3 children. Jack: 61. Divorced, remarried; 5 children. Witt sold belt buckles, Bibles, suspenders for many years; began buying depressed Arkansas municipal bonds 1933. Founded Stephens, Inc. with Jack 1946. Now one of top 10 investment bankers in nation, largest off Wall Street. Witt: "Professional country boy," Arkansas kingmaker. Jack: "None of his brother's charm," Annapolis classmate of Jimmy Carter, taking over as Witt ages. Extensive oil, gas holdings. Control First Arkansas Bank, state's largest. Brothers share estimated $600 million.

Gordon Earle Moore

Intel Corp. Santa Clara, Calif. 55. Married, 2 children. As Caltech Ph.D., recruited 1956 by William Shockley, coinventor of transistor. Left 1957, cofounded Fairchild Semiconductor with Robert Noyce. Started Intel 1968 with $2 million backing; introduced silicon gate metal oxide semiconductor, the basic chip technology. "We're in the business of revolutionizing society." Sales now $1.1 billion. Success from surpassing own designs. "A technical visionary," but he demurs: "I'm not much of a technologist anymore." Enjoys deep-sea fishing. His Intel stock, other holdings, worth $300 million.

159 members of The Forbes Four Hundred are entirely self-made.

Walter Herbert Shorenstein

Real estate. San Francisco. 69. Married, 3 children. Born in Glen Cove, N.Y.; demobilized 1945 in S.F. with separation pay, little else. Got commission job as real estate salesman for Milton Meyer & Co.; became partner 1951; sole owner upon Meyer's death 1960. Builder numerous high-rises S.F. financial district; also L.A., Houston, Kansas City. Much with institutions. Recently restructured. Now owns over 2 million sq. ft. prime office space, manages properties worth over $2.5 billion (e.g. Transamerica

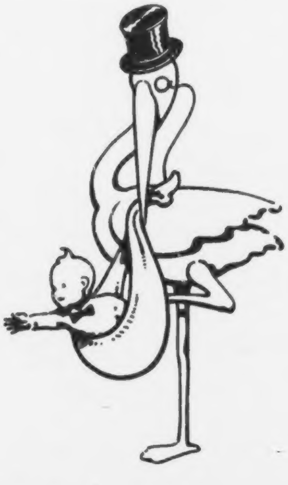
Pyramid). Heavy Democratic fundraiser; served as finance chmn. of host committee for 1984 convention (S.F.). Net worth estimated at $300 million. Son Douglas, 30, being groomed.

Albert B. Alkek

Oil. Victoria, Tex. 73. Married; 1 son, 1 daughter. Borrowed $250 from rancher-father to try luck in oilfields. First well, 1939. Met mentor-patron Harry F. Sinclair (founder Sinclair Oil) 1941; merged, firm became Sinclair-Alkek 1948. Bought out Sinclair 1952. By 1965 annual volume of Alkek's personal stock market trades amounted to $75 million. Claims to have made more than $1 million on some days. Credits wife for success. On 30,000-acre Texas "Flying A Ranch" built 200-foot-wide waterfall, imports exotic animals, breeds deer for zoos. Net worth about $300 million.

John Lee Cox

Oil. Midland, Tex. 59. Married; 1 son, 1 daughter. Grew up in tiny southwestern Texas town where father worked for oil company. Graduated Rice U., became petroleum engineer 1946. Decided 1952 "I can do this on my own." Settled in Midland. Major operations in Sprayberry Trend in west Texas, now among largest private oil producers in state; also Okla., N.M. Drills more than 100 wells a year. Son, son-in-law in business with him. Net worth estimated at about $300 million. "I don't pay any attention to it."



The Forbes Four Hundred average 3.14 children apiece. National average: 2.33.

Leonard Samuel Shoen

U-Haul. Las Vegas; Scottsdale, Ariz. 68. Widowed, thrice divorced, remarried; 7 sons, 5 daughters. Barber business financed Oregon med school tuition ("My income exceeded the governor's."). In Navy WWII, saw need for move-it-yourself vehicles. Started U-Haul in Portland 1945 with $3,000. Now largest, with $720 million sales, 6,000 dealers, 90,000 trailers (50%-owned), 70,000 trucks, etc. Started home equipment rentals 1983; higher-priced independents scared. U-Haul "commanders" (managers) urged to use per diems at McDonald's (late Ray Kroc his idol). Puts in 12-14-hour days: "It used to be more, but now I need the rest." L.S. controls parent Amerco, 92% owned by family. Net worth estimated at $300 million.

Carlton Beal

Oil. Midland, Tex. 68. Married, 4 sons; all in business. MIT graduate 1945. Cofounded BTA Oil Producers 1952 in Los Angeles; moved to Midland 1954. Bought out partner, fellow-Midlander Allen (Moose) Trobaugh, mid-1960s. Recently built Midland's first helipad atop BTA's office. "This is the best way to travel in an oilfield." Oil reserves Texas, Louisiana, Oklahoma, New Mexico worth about $300 million.

Sydney Mark Taper

First Charter Financial Corp. Los Angeles. 82. Widowed, 3 children. Born in Warsaw, educated in England. Bought real estate firm at 27, built homes in Britain during Depression, retired by 37. Immigrated to Calif. ahead of WWII, brought capital, talent for thrift: "In England we despised waste. Waste was evil." Opened S&L to help returning GIs save. Founded First Charter 1955. Despite revolving-door management, became 3rd-largest S&L in U.S. Merged with more daring Financial Corp. of America 1983. Taper's 35% (control) brought over $285 million cash. With other assets, net worth estimated at $300 million.

Carl Henry Lindner II

Insurance, banking. Cincinnati. 65. Married, 3 sons. Dropped out of school at 14 to help pull family's dairy business through Depression; with brothers started own ice cream store 1940. Built United Dairy Farmers to 200-store chain. Entered savings and loan business 1950s as American Financial Corp., added casualty insurance 1971. Disliked scrutiny by public, SEC; went private 1981. All moves highly leveraged. Insurance now some 75% of roughly $2.5 billion AFC revenues, also major stakes in 20-plus public cos. Strict Baptist; known for 16-hour workdays. Brother Robert has minor interest; Carl, approx. 90% AFC. With banking, etc., net worth at least $275 million.

Roy Hampton Park

Park Communications. Ithaca, N.Y. 74. Married; 1 son, 1 daughter. Poor farm boy, started N. Carolina State Univ. at 15; paid for by writing for A.P., running college paper. After 17 years in public relations and advertising, cofounded Duncan Hines cake mix business, merged 1956 into Procter & Gamble. Bought first TV station Greenville, N.C. 1962. Today 7 TV, 14 radio stations; may buy more with FCC rules relaxed. Also 75 publications (25 dailies). Lifetime workaholic; vacations rare. Hobbies: raising peacocks, collecting classic cars and watches. Went public 1983; kept 89%. With other stocks, real estate, some citrus groves, net worth is minimum $275 million.

Alexis Felix du Pont Jr.

Alice Francis du Pont Mills

Helena Allaire du Pont

Brother, sister, sister-in-law. Inheritance. Descendants of A. Felix Sr., distant cousin who sided with Pierre in family split 1914 *(see Pierre S. du Pont family, du Pont family)*, got 8% Christiana Securities. A. Felix Jr.: Wilmington, Del. 78. Divorced, remarried; 3 children by first wife, 1 by second. Early test pilot, executive in several small aircraft companies, now retired. Once built cradle in private plane for infant son. Alice (Mrs. James Paul Mills): Hobe Sound, Fla. 71. Married, 3 children. Raises horses, paid $325,000 for ill-fated Devil's Bag, syndicated for $36 million. Daughter married artist Jamie Wyeth. Estimated net worth, brother and sister, is $275 million each. H. Allaire: Chesapeake City, Md. 60s. Widowed, 2 children. Husband Richard Chichester du Pont noted pilot killed in WWII glider crash. Horse breeder; among first women admitted to Jockey Club 1983. Her inheritance, with children, also could be $275 million now.

Betsey Cushing Roosevelt Whitney

Inheritance. Manhasset, N.Y. 76. Divorced, widowed; 2 children by first marriage. Daughter of noted brain surgeon Harvey Cushing. Married James Roosevelt, eldest son of FDR, who called her "my favorite daughter-in-law"; divorced 1940. Met John Hay (Jock) Whitney at 1941 dinner party, married 1942. He was last publisher of *New York Herald Tribune*, heir to vast 19th-century fortune (oil, tobacco, street railways, land). Died 1982. She inherited nearly all: media interests, equity in J.H. Whitney, etc. Also major art collection, first seen by public 1983 in National Gallery in limited run. Lives on 500-acre Long Island estate. Worth at least $275 million.

William Randolph Hearst Jr.

Randolph Apperson Hearst

David Whitmire Hearst

Inheritance. George Hearst, silver miner, Calif. senator, bought rundown *San Francisco Examiner* 1880, gave to son William Randolph 1887, who became America's most flamboyant and controversial media baron. Outsensationalized Pulitzer *(see family)* during great NYC press wars turn-of-the-century. Spent lavishly building chain (d. 1951): "I never plan any extensions, but newspapers seem just naturally to keep coming to me to be taken over." Today, 14 dailies, 13 U.S. consumer mags. (also specialty, overseas), 5 TV stations, 7 radio, cable, books, real estate, timber. Three of 5 sons surviving. Family gained control 1974, despite WRH's will, by having foundations sell out to family trust. William Jr.: NYC. 76. Twice divorced, remarried; 2 children. Editor-in-chief Hearst newspapers from 1955; helped chop, consolidate, sell off properties. Heads key family trust. His column won Pulitzer 1956. Pleasant-mannered. Brother Randolph: Hillsboro and Paso Robles, Calif. 68. Divorced, remarried; 5 daughters by first wife. Heads flagship San Francisco newspaper. Brother David (Randolph's twin): Beverly Hills. Married, 2 children. Ran *Los Angeles Herald-Express* 1950-60 (now *Herald-Examiner*), semiretired from age 45. Plays golf, otherwise semireclusive. Each brother has 20% interest in minimum $1.3 billion trust. Other 40% held by children of deceased brothers *(see Hearst grandchildren)*.

Howard Brighton Keck

Willametta Keck Day

William Myron Keck II

Superior Oil Company. Descendants of William M. Keck Sr., celebrated, imperious wildcatter said to taste-test drilling-core samples. Founded Superior 1921. Pioneered offshore Louisiana, Venezuela. Set drilling records, made firm leading independent with largest reserves. Sons William Jr. (d. 1982), Howard grew up rivals. Father forced to choose successor (Howard) after 1959 attempt to sell blocked (antitrust). Howard: Los Angeles. 71. Married, 4 children. After father's death 1964, ran like private fiefdom until 1981; diversified. No heir-apparent: Only son prefers banking. Tight-fisted. Hand-picked management forced him off board 1983 during family feud (he opposed takeover). Sister Willametta: Reno, Nev.; Santa Barbara, Calif. 68. Divorced, 4 children. Long resented Howard's rule; inactive until 1983 proxy battle; won. Told press, "I was doing some estate planning." Their nephew William II: Los Angeles. 42. Divorced, 3 sons. Son of deceased third sibling William Keck Jr. (shunned by Howard: used separate jets). William II co-executor of father's will, voted with aunt in feud, anxious to sell. After resignation, Howard about-faced: actively sought buyer, launched own proxy fight. Superior finally bought by Mobil for $5.7 billion 1984. After taxes, Howard received $260 million, Willametta $160 million, William $180 million. Foundation, charities got over $500 million.

William Barron Hilton

Hilton Hotels. Los Angeles. 56. Married, 8 children. Mischievous as youth. College dropout. Turned down first job from father Conrad: salary too low. Worked as hotel bellman, navy photographer's mate. Then proved self with small business deals. Hired by father 1954. Became president 1966, expanded empire. Founded San Diego (football) Chargers 1960 (still owns 20%). Political conservative. Flies own fleet of planes. On death of father 1979, inherited option to buy 25% of firm on handsome installment plan. With present value of stock arrangement, other assets, net worth exceeds $260 million.

Charles Henry Dyson

Conglomerator. NYC. 75. Married, 4 children. Decorated WWII Air Force colonel. Left Textron as v.p. 1949 because he felt not diversifying fast enough. Teamed up with former colleague Franklin Kissner 1956. Dyson-Kissner Corp. (now Dyson-Kissner-Moran) built up conglomerate, Wallace-Murray. Merged into Household Finance Corp. 1981. Son John chairman NYS Power Authority from 1979, owns E.P. Dutton, Inc. (book publisher). Son Robert has several radio stations. Father low-key, usually avoids publicity; controls family's 100% voting stock in DKM. Major public stakes (Household, Esterline Corp., Kearney-National), vast private holdings worth over $250 million.

Morton K. Blaustein

Ruth Blaustein Rosenberg

Henry A. Rosenberg Jr.

Inheritance. Baltimore. Heirs of Louis Blaustein (1869-1937), penniless Russian immigrant who delivered kerosene door-to-door. May have opened country's first gas station (Baltimore). Invented forerunner metered gasoline pump, antiknock gasoline. Founded American Oil 1910. After 17-year lawsuit, merged into Standard of Indiana for 5.25 million shares 1954 (since split 2-for-1). Grandson Morton: 57; divorced, 2 daughters. His Aunt Ruth: 85; widowed. Her son Henry: 54; married, 3 sons. Henry runs 50%-owned Crown Central Petroleum, Morton runs American Trading & Production Corp., private oil and gas exploration co. Also substantial real estate, oil tankers, bank stock, etc. Numerous philanthropies. Share fortune over $750 million.

Victor Posner

Financier. Miami Beach. 66. Twice divorced, 4 children. Ran father's Baltimore food store at 8, left school at 13 to oversee others. Sold out for Baltimore real estate, built empire selling rowhouses, holding land. Says made first million by 20. Started buying Florida property 1950s. Later, undervalued, asset-rich public companies. Now controls 16, stakes in over 40. Shuns publicity, social affairs, also labeled as corporate raider: "What a bunch of crap. I'm an 'investor.' " Settled some skirmishes with SEC 1970s; now fighting 1982 indictment for $1.25 million tax evasion, filing false returns. Net worth may well exceed $250 million. He claims much higher.

110 members of The Forbes Four Hundred, 27.5%, have been divorced at least once.

Vivian Leatherberry Smith

Inheritance. Houston. 76. Widowed, 2 daughters. Husband R.E. (Bob) Smith started in oil, used profits to buy land in Harris County (in and around Houston) starting 1950s: "I believe completely in inflation." At one point owned 17 square miles inside city limits, was largest landholder in county. Also ranches elsewhere. Helped bring major-league baseball to Houston; owned land under Astrodome. Believed to be worth $500 million at death 1973. Vivian a director of Cullen/Frost Bankers, Inc. in San Antonio. Her trusts, etc. believed to far exceed $250 million.

Patrick Joseph McGovern

Publishing. Nashua, N.H. 47. Divorced, remarried; 2 children. "With 4 weeks of paper route money," built computer while teenager. Edited computer magazine at MIT, saw need for market census. Launched International Data Group 1964. Started newspaper 1967 as "ad": *Computerworld*, now largest specialty publication of its kind (circulation 120,000). Slowly selling stock to employees as business prospers: now 62 publications, projected $250 million revenues 1984, claims 10% net earnings, no debt. Still owns 80%. Soft-spoken, always traveling. Has little time for hobby: mountain climbing. Current wife is Lore Harp, Vector Graphic founder. Net worth far in excess of $250 million.

David B. Shakarian

General Nutrition, Inc. Pittsburgh; Bal Harbour, Fla. 70. Married, 2 children. Pioneered mass marketing of health food. Armenian-born father was first yogurt importer U.S.; ruined in Depression. David opened own store age 25, did $35 first day. Had 6 outlets by WWII. Broke the health-nut stereotype: "The idea of paying more attention to what you eat didn't seem nutty to me." Began serious expansion late 1960s. Built chain of flashy discount health stores. Now over 1,200 outlets. Chairman and CEO; currently ill. With recent competition, stock down; immediate family's 80% holding, plus big Fla. real estate development, worth well over $250 million.

James R. Cargill

Margaret Cargill

Brother and sister. Cargill, Inc. Great-grandchildren of William W. Cargill (d. 1909), founder of grain-trading giant *(see Cargill/MacMillan family; also individual MacMillans, Keinath, Pictet)*. James: Minneapolis. 61. Married, 3 children. Joined company 1947, rose to v.p. 1963. Now senior v.p., director; has office in company headquarters, but said to work mainly on own business affairs. Expert trout fisherman. Margaret: La Jolla, Calif. 64. Single. Little known. Together, believed to own their family branch's 25% Cargill stock, worth at least $500 million.

William S. Paley

CBS, Inc. NYC and Southampton, N.Y. 83. Divorced, widowed; 4 children, 2 stepchildren. Grandfather had thriving lumber firm in Russia, father Sam made cigars in Philadelphia. Bill joined him after Wharton, later got control (1928) of failing radio network for $500,000, now CBS. Was ladies' man, party-lover; once said he'd quit at 35 to bask in the sun. Instead built CBS to preeminence. Raided NBC's talent pool 1940s. Left as chairman 1983, now "consultant." From 1972, chmn. of board Museum of Modern Art (NYC). His own collection worth big money. With over 7% CBS, plus smaller holdings media, oil, computer and genetics research, etc., minimum net worth is $250 million.

Marshall Field V

Frederick Woodruff Field

Half-brothers. Inheritance, media. Original Marshall Field arrived Chicago 1856; started as salesman, built up Marshall Field & Co. into world's largest department store (maxim: "Give the lady what she wants"). Marshall III sold store 1941. Started *Chicago Sun* (added *Times* 1948), built substantial media empire. After untimely death of Marshall IV (1965, age 49), Harvardfresh Marshall V started 4-year crash journalism course; publisher by age 28. Shared Field Enterprises (TV stations, cable, syndicate, *Sun-Times*, etc.) with half-brother Frederick (Ted), who prompted recent dissolution. Marshall: Chicago. 43. Divorced, remarried; 3 daughters, 1 son. Conservative; astute. Kept Cabot, Cabot and Forbes (real estate) for self. Also plans new media co. "We've been like the amoeba . . . splitting apart. But he [Ted] can run his life any old way he wants." Ted: Los Angeles. 32. Separated, 1 daughter. Some real estate interests. Reportedly quit racing cars, now producing movies (e.g., *Revenge of the Nerds*). Each owned over 40% of firm (sisters had nonvoting interests). Each half-brother worth $250 million or more.

Ted Arison

Shipping. Miami Beach. 60. Married, 3 children. Fourth-generation Israeli, quit college to fight in Jewish Brigade; now U.S. citizen. Father owned largest Israeli shipping firm; Ted left 1952 to build Miami's Carnival Cruise Lines from scratch: 4 luxury "fun" ships, like TV's *Love Boat*; always booked, gambling on board. Some $12 million profit per ship; no taxes. Building 3 new ships with $350 million loans. Also banking, real estate (building luxury condo Miami, housing projects Atlanta), Nassau casino, 5 bulk carriers. Says wants to retire, but hasn't the time: "When I'm not working, I'm working." Foundation supports promising teenage artists, brings them to Miami. Net worth: at least $250 million.

Paul Kalmanovitz

Beer, real estate. Tiburon, Calif. 78. Married, childless. "Mr. Paul" arrived from Poland at 20 as merchant seaman. Little money, no schooling. Washed cars, learned English; later managed, then bought into nightclubs, apt. houses. Took over Los Angeles' 102 Brewery in 1950 real estate swap. Today controls Falstaff, Pearl, General Brewing. Lost bid for Pabst 1982. Secret: cheap beer (little advertising, low overhead). Very patriotic (buys U.S. only). Hard-nosed, litigious, reclusive. Workaholic with a pacemaker. With land, etc., net worth at least $250 million, all evidently willed to charity. "A sale without profit is a sale without honor."

Melvin Simon

Shopping centers. Indianapolis. 57. Divorced, remarried; 5 children. Born Brooklyn to garment district tailor. Sold encyclopedias in army; then leasing agent for shopping centers at $100/week against commission. With brothers, on own 1959; now one of biggest builders: 125 centers in 22 states. Own, manage 90 (nearly 50 million sq. ft.). Shares Indiana (basketball) Pacers with brother Herb. With Sam LeFrak *(which see)*, breaking ground on futuristic "Newport City": downtown renewal near NYC. Workaholic; often out of breath. His two-thirds of Melvin Simon & Associates (Herb owns rest), other interests, estimated to be worth at least $250 million.

Laszlo Nandor Tauber

Real estate. Potomac, Md. 69. Divorced, remarried; 2 children. Champion teenage Hungarian gymnast; surgeon 1942. Nazi camp 1944, second escape successful. To U.S. 1947 with $700. Invested in real estate early 1950s to finance own hospital: "It's never the same as when you're chief." Soon, put up own buildings. Now largest landlord U.S. government: over 3.5 million sq. ft. Washington, D.C. office space. First, very low rent—then renegotiates when lease expires. Also NYC (AMA building, et al.). Usually owns 75%, 25% tax shelters for friends. Millions to Holocaust study; also gifts to medical schools, 50 families in Hungary, Israel. Minimum net worth: $250 million. *(See story p. 40.)*

Thomas Monaghan could make a pizza pie in 27 seconds a decade ago; he reports he is currently out of practice.

Seymour Cohn

Real estate. NYC and Upper Brookville, N.Y. 73. Widowed, 2 children. After WWII lived next to brother, Sylvan Lawrence, in Levittown, N.Y.; they found apt. tenants for commissions. Turned profits on small buildings; parlayed gains into largest, if unsung, commercial real estate holdings in lower Manhattan. Includes 2.5 million-sq.-ft. West Side office building, larger than Empire State Building. In past year sold $125 million of properties; seeking to reinvest. Sylvan ran firm until death 1981. Seymour oversees, but spends much time breeding racehorses, charity fundraising. His half of properties worth at least $250 million. Sylvan's heirs hold other half.

Howard Kaskel

Real estate. NYC. 47. Married, 6 children. Father Alfred (d. 1968) built up Doral chain: hotel, country club in Miami (doing poorly in tourism slump), 3 NYC hotels (doing well). Family added large Madison Ave. office building, substantial apt. properties ~~Conn.,~~ outer boroughs NYC; horse breeding farm near Pawling, N.Y. Howard, with family members, has managed successfully. Reserved manner. "You can be obnoxious if you made it yourself. But I have to remember where the wealth came from." Despite trouble renting new 500-unit Doral Plaza (Chicago), net worth at least $250 million.

Marshall Edison Rinker

Cement. Palm Beach. 79. Married, 3 sons. "Doc" arrived in Florida 1926 with one dump truck. Hauled rocks, sand, sold ready-mix concrete. Steadily grew along state's east coast through building booms and busts. Now biggest concrete producer in Florida, still expanding. Works 7 days a week. Enjoys Sunday drives to visit cement plants; schedules staff meetings 6:30 a.m.: "It's his child." Son, David, resigned as president 1983. Two other sons in management. Rinker's control of company, with $300 million sales and vast land holdings throughout state, worth at least $250 million.

Doris Duke

Inheritance. Somerville, N.J. et al., 71. Twice divorced, no children. Daughter of James Duke (Duke Univ.), self-made founder of American Tobacco Co. She inherited $70 million at 13. Became object of relentless press scrutiny: "I wish I could go into a store and shop for things just as a girl." Lavish homes in NYC, Newport, R.I., Honolulu, etc., but greatest luxury is "not to be known as Doris Duke." Sole contributor Newport Restoration Foundation, which refurbishes 18th- and 19th-century homes. Major beneficiary of the Doris Duke Trust. Her interest and other assets believed to exceed $250 million.

Jane Engelhard

Inheritance. Far Hills, N.J. Mid-60s. Twice widowed, 5 daughters. Father was Brazilian diplomat. Second husband was Charles Engelhard Jr., legendary "Platinum King" (Engelhard Minerals & Chemicals), racehorse enthusiast, art collector, prototype for James Bond character Goldfinger (author Ian Fleming was personal friend). Charles, Jane traveled together worldwide in private transoceanic jetliner. He built $20 million inheritance into estimated $300 million estate; d. 1971. Jane lives at "Cragwood"; devoted to daughters, many charities. Trustee Metropolitan Museum of Art, NYC. Estimated minimum net worth: $250 million.

Donald Worthington Reynolds

Publishing. Fort Smith, Ark. and Las Vegas. 78. Thrice widowed, 3 children. U. of Missouri journalism grad ('27), fired from first 2 jobs: "Didn't get enough stories and didn't sell enough ads. I haven't been fired since." Helped publish *Yank* magazine WWII. Since war, built Donrey Media Group: 84 publications (51 are dailies), TV, radio stations, billboards, small shopping centers. Just got rid of Thoroughbreds ("They didn't run fast enough"). Now moving into cellular radio, fish farming. Named friend and cable partner Robert Howard *(which see)* estate executor. Foundation set to inherit business worth at least $250 million.

At least 12 members of The Forbes Four Hundred did not finish high school. At least 40 finished high school only. At least 306 attended college; 226 graduated. Postgraduate degrees: M.B.A. 28; Law 15; Medicine 3; other 26.

Dorothy Stimson Bullitt

Broadcasting. Seattle. 92. Widowed, 3 children. Father C.D. Stimson, pioneer Seattle lumberman early 1900s, amassed real estate (d. 1929); husband A. Scott Bullitt, state Dem. leader (d. 1932). Dorothy managed property; bored, bought Seattle radio station 1947, Northwest's first TV 1948. "It was a risky adventure. The station came before the sets." Now King Broadcasting: 4 TV, 6 radio, cable stations. Son Stimson left for real estate interests 1973; daughters help run King; mother in on key decisions (e.g., no merging). Insider: "She's a sharp old lady." Rafted down Colorado rapids age 85 (sat in bow). Family backs peace issues: Seattle TV among first to decry N. Vietnam bombing 1966. Control company worth at least $250 million.

Miles Collier

Inheritance, investments. Naples, Fla. 37. Single. Grandson of Barron Gift Collier, pioneer of streetcar advertising, who used $5 million annual income to buy 1 million acres southwest Fla. early 1920s; state renamed it Collier County. Estimated $400 million empire split 1980. Miles controls half: 170,000-plus acres mostly undeveloped, oil and mineral rights to 400,000 more, venture capital, 50% *Naples Daily News*, etc. (7 relatives control other half). Leases or develops: "Any fool can sell." Bright, witty, preppie. Weekends in Palm Beach to visit mother, Porsche collection. Minimum net worth: $250 million.

Oakleigh Blakeman Thorne

Commerce Clearing House. Millbrook, N.Y. 52. Married, 3 sons, 1 daughter. Great grandson of CCH's founder, who took over predecessor company, renamed 1927. Publishes updatable loose-leafs translating recent tax laws, court decisions, etc. into plain English: IRS among biggest subscribers for CCH's tax reports. Firm situated in Chicago; Oakleigh controls from NYC. Sales $400 million, net aftertax 6.6%. Serves wines from his Millbrook vineyard; owns interest in 9 mares. With immediate family's 44% (4 million shares), net worth at least $250 million.

Louis Larrick Ward

Russell Stover Candies, Inc. Kansas City, Mo. 64. Married; 2 sons, 1 daughter. Navy WWII. Bought small paper-box co. 1952. Major customers: Hallmark Cards, Stover Candies. Saw latter's potential. With partner bought for $7 million cash 1960, went public. Became famous for hand-dipped chocolates, innovative packaging, high quality for less: "The consumer is good to us, and we're real good to him." With $50 million took company private 1981. Now family-owned (both sons in business), highly profitable, efficient. Market value if sold: estimated at $250 million. Also other assets.

Clint William Murchison Jr.

Oil, investments. Dallas. 61. Divorced, remarried; 4 children by first marriage. Son of famous Texas oilman and one-man conglomerate Clint Sr. (d. 1969), who once owned 115 companies. ("Money is like manure. You have to spread it around.") Clint Jr., late brother John (d. 1979) did: 17% Centex, Kirby Exploration, etc. Launched Dallas (football) Cowboys with $600,000 in 1960. Sold for some $60 million 1984, partly due to failing health: "I can't enjoy those things I previously enjoyed as an owner . . . being the Cowboys' number one fan." Also ranch land, real estate. Despite cash flow, creditor problems, worth at least $250 million.

Pierre Samuel du Pont III

Mary Belin du Pont Faulkner

Edith du Pont Pearson

Willis Harrington du Pont

Inheritance. Surviving children of Lammot du Pont, brother and key associate of Pierre Samuel; president Du Pont company 1926-40, chairman 1940-48; d. 1952 *(see Pierre Samuel du Pont family, du Pont family).* Pierre III: Rockland, Del. 73. Married, 3 children. Rose to v.p. Du Pont company, resigned under pressure after outside business failures. Passionate yachtsman. Son Pierre IV present governor Del. Mary (Mrs. James Morison Faulkner): Boston area. 77. Married, 7 children. Obscure. Edith (Mrs. George Burton Pearson Jr.): Montchanin, Del. 72. Widowed, remarried 1968; 5 children by first marriage. Husband retired Del. judge. Willis: Palm Beach, Fla. 48. Married, 3 children; son of Lammot's fourth wife (siblings by first). Citrus, cattle, banking investments in Fla. Siblings believed to share roughly equally in father's estate. Pierre III's worth probably lower because of business losses. Their combined fortunes now at least $1 billion.

Philip Knight (Nike shoes) is believed to hold the record for the one-mile run by a centimillionaire (4:12).

Richard Marvin DeVos

Jay Van Andel

Partners. Amway Corp. Ada, Mich. 58, 60. Each married, 4 children. Next-door neighbors, high school buddies. After WWII tried flying service, then hamburger stand, then bought and sailed schooner to Cuba (it sank). Started Amway 1959 in basements. Today second-largest direct-sales firm (behind Avon); reports nearly $1.2 billion revenue. Recruits housewives, others, to peddle some 350 products (e.g., soap) preaching free enterprise, American dream. Claims 1 million distributors in 40 countries and territories. Real money: finding recruits, getting override, building selling structure. If you do, Amway profits; if you fail, Amway profits anyway. FTC probe 1970s: Firm not a pyramid scheme, but earnings claims were misleading. 1983: The company pleaded guilty to evading Canadian Customs duties 15 years, fined $20 million; still face huge civil charges. DeVos ("the Billy Graham of the soap set") leaves crowds spellbound. Quiet Van Andel behind-scenes business whiz. Also interests radio, real estate. Sales down 1983 (first time ever), but firm probably still worth $500 million or more.

John William Berry

Yellow Pages. Dayton, Ohio. 61. Twice divorced, 5 sons. Father Loren Berry ("Mr. Yellow Pages"), poor boy from Wabash, Ind., sold horseradish door-to-door age 8, later ad space for railroad schedules. Settled in Dayton 1910 with $200. Began to persuade telephone companies to let him sell directory ads, was paid often with substantial telephone stock. Died 1980 at age 91, a Dayton legend. John now running L.M. Berry Co., one of largest worldwide publishers of Yellow Pages. Over $500 million U.S. sales, plus joint venture overseas with ITT. Private, philanthropic. With immediate family, net worth should be at least $250 million.

Robert Winship Woodruff

Coca-Cola. Atlanta. 94. Widowed, no children. Left college, bored, at 20. Rose to v.p. of White Motor Co. Father formed syndicate to buy Coca-Cola 1919 with $25 million. Robert took over debt-ridden firm 1923. In 4 years, erased debt, retired preferred stock, split common, raised dividends. "It was the first time in my life I felt rich." Served Coke and country WWII when supplied servicemen overseas at 5 cents a glass. Led to big postwar international expansion, now in 155 countries. "Retired" 1955, but active until left directorship 1984. Controls over $400 million in foundations. Owns outright 2.6% of Coke; with other assets, minimum net worth is $250 million. Brother George's stock worth $110 million.

Katharine Graham

Washington Post Co. Washington, D.C. 67. Widowed; 3 sons, 1 daughter. Father Eugene Meyer, Wall St. banker, built up Allied Corp. predecessor. Bored in retirement, purchased bankrupt *Post* 1933. Kay and husband Philip took over 1946. Expanded, bought *Newsweek* 1961. Since Philip's death 1963, has run firm. Her direct but low-key management style effective, respected. Also 4 TV stations (total revenues near $900 million). Newspaper broke famed Watergate story 1972. Known since for tough reporting. Son Donald, 39, *Post* publisher, but she controls majority Post Co. voting stock. Graham fortune $250 million or more, much in children's names (and trusts).

Kenneth William Davis Jr.

Thomas Cullen Davis

William Selden Davis

Brothers. Inheritance. Ft. Worth. Sons of Ken Davis Sr. (d. 1968), founder Kendavis Industries, other, at least $2 billion revenue oilfield equipment, contract drilling, exploration, production. Each inherited over 30%. Ken (who now runs company) and Cullen forced out younger brother Bill, who got $100 million-plus out-of-court settlement 1976. Older brothers' holdings now worth at least $250 million each. Bill: 48. Divorced, remarried; 2 children by first marriage, 3 with second wife. Runs father's oil and gas outfit, Davoil, Inc. Net worth believed to exceed $150 million. Ken Jr.: 58. Divorced, 3 children. Reclusive. Cullen: 50. Twice divorced, remarried; 2 children by first wife. Richest man ever tried for murder. Acquitted 1977, 1979 in killing of second wife's male friend, stepdaughter. Also charged with seeking to kill divorce judge; charge dismissed 1979. Now born-again Christian. Last year reportedly smashed collection Oriental sculpture representing "false gods." Rest of fortune intact: "A person doesn't have to give up material wealth to follow Jesus unless He tells you to."

Sigfried Weis

Robert Freeman Weis

Cousins. Weis Markets, Inc. Sigfried: Lewisburg, Pa. 68. Robert: Sunbury, Pa. 65. Both married, each 3 children. Yalies; updated fathers' grocery store chain to modern supermarket empire. Now 118 stores, mostly in central Pa.; margins more than 4 times industry average on $892 million sales. Sig's secret: "I always answer with a flip response—superior management"; i.e., careful control of cost, quality, distribution ("We count sheets of toilet paper and facial tissues"). More than 1,100 private-label products, from cheddar cheese to shredded coconut. Also Amity House family-style restaurants (mainly ice cream). Soft-spoken Sig, president, collects antiques, owns 35% worth $245 million. Behind-scenes Robert, v.p. and treasurer, owns 28% worth $200 million; his sister Ellen, another $62 million.

Leon Levine

Family Dollar Stores. Charlotte, N.C. 47. Married, 4 children. At 13, after father's death, learned retail business helping mother run family department store. Opened first Family Dollar store age 21 ("I had a bigger vision. I felt my talents were greater than spending 30 minutes selling a $50 suit"): self-service, no-frills retailing. Had 100 stores by 1971, 400 by 1980, 760 today. Mainly serves low-, middle-income families in rural, small-town Southeast. Annual sales clothes, household goods over $200 million. Price ceiling $14.99 on 90% of merchandise. With 40% stake, plus recent stock sales, worth at least $235 million.

Estée Lauder

Leonard Alan Lauder

Ronald Steven Lauder

Cosmetics. NYC and the Hamptons. Estée born and raised Queens, N.Y.; married high school classmate Joseph (d. 1983). Peddled skin creams for Viennese uncle, attached her name to several brands. Launched own company with 4 products 1946. By 1960, sales over $1 million (mostly from Youth Dew fragrance). Today Estée Lauder, Inc. is third largest cosmetics-and-perfume firm: over $1 billion sales (Clinique, Aramis, etc.). Some 40% of all dept. store cosmetics sales. Expanding overseas. Estée: 79. Widowed, 2 sons. No longer running daily operations, but "Blue Lady" (her color) still reigning queen of industry. Noted for uncanny "sixth sense" in fashions, fragrances, consumer trends. Gave $10 million to U. of Pa. for international business school 1983 (both sons Wharton grads). Leonard: 51. Married, 2 sons. Current CEO; long instrumental in firm's growth, outspending rivals on R&D. Ronald: 40. Married, 2 daughters. Ran foreign operations; political aspirations: Left 1983 to become deputy asst. defense sec'y (NATO); still co. director. Family zealously private. Share fortune over $700 million.

Daniel Crow Searle

William Louis Searle

Suzanne Searle Dixon

Brothers and sister. Inheritance. Great-grandfather Gideon Daniel Searle bought small Indiana drugstore 1868. Grew into one of first drugstore chains; began making drugs; founded G.D. Searle & Co. 1888. Extremely profitable under Grandson John G., pres. 1936-1966 (stressed original research; chopped product line from 1,000 to below 30; introduced first oral contraceptive, Dramamine, etc.). Worried about sons' capabilities; attempted mergers failed. Daniel: Winnetka, Ill. 58. Married; 2 sons, 1 daughter. CEO 1966-1977. Buying spree led to heavy debt; FDA investigation left image tarnished: "I never dreamed this could happen to us." Brought in former Defense Sec'y Donald Rumsfeld to clear up mess 1977; Daniel now chairman. Dramatic recovery: huge writeoffs, firm streamlined. Now pushing Nutrasweet, Equal diet sweeteners—over one-third of $950 million sales. William: Lake Forest, Ill. 56. Married, 3 children. Vice-chmn., director. Suzanne: Lake Forest. 53. Married, 3 children. Her husband Wesley M. Dixon also director. Siblings preside over 28% of firm (mostly in trusts), worth over $700 million.

69 members of The Forbes Four Hundred are women.

Richard Alan Smith

General Cinema Corp. Chestnut Hill, Mass. 60. Married, 3 children. Father Philip began company 1922, took public as General Drive-in Corp. 1960; largest drive-in theater chain. Run by Dick since father's death (1961); built multiple-screen theaters during suburban shopping center boom. Now largest U.S. with 1,050 screens. Also largest independent Pepsi bottler (bought 1968); Sunkist orange soda, 1978; Buffalo (N.Y.) TV station. Firm bought 37% Carter Hawley Hale department store chain April 1984, warding off hostile bid by Leslie Wexner *(which see)*. Avid tennis player; private. His 25% GC worth $230 million.

The Forbes Four Hundred

Max Martin Fisher

Refining. Detroit; NYC; Palm Beach. 76. Married, 5 children. Father immigrant peddler, built small oil reclaiming plant. Max raised money, added refining 1932; became fully integrated firm, one of Midwest's largest independents (Aurora): by 1938, 3,000 barrels daily. Organized, bankrolled Israeli petrochemical industry 1950s. Sold Aurora 1959 for Marathon Oil stock; sold stock 1982 to U.S. Steel for over $150 million. Also real estate, stocks, bonds, minor stake Sotheby's; invests some with friends Al Taubman and Henry Ford *(which see)*. Behind-scenes power broker; gives 50% annual income to charity. "A master of inconspicuous consumption." Net worth, with family, over $225 million.

Helen Kinney Copley

Publishing. La Jolla, Calif. 61. Divorced, widowed; 1 son by first marriage. James S. Copley: adopted son of newspaper magnate Colonel Ira Copley (d. 1947). Helen: Hunter College dropout. Answered classified ad, became secretary, confidante to James; married 1965. Surprised all: took over Copley Press on husband's death 1973. Realized papers poorly managed, run as political forum. Sold properties, chopped bureaucracy, improved content. Now financially sound: 5 Illinois papers, 5 California, incl. flagship *San Diego Union/Tribune*. Son David, 32, being groomed for top spot. James' 2 children from prior marriage have minority stake; Helen controls nearly 90%, worth at least $225 million.

Hugh Rodney Sharp Jr.

Bayard Sharp

Brothers. Inheritance. Sons of Isabella du Pont Sharp, sister of Pierre *(see Pierre Samuel du Pont family, du Pont family)*. Hugh: Wilmington, Del. 74. Married, 3 children. Was active with family foundations, Du Pont company 1933-82. Thought to have continuing great influence in family. Bayard: Centreville, Del.; Boca Grande, Fla. 71. Married, no children. Director Christiana Securities to its dissolution 1976. Active breeder and racer of Thoroughbreds. Now runs exclusive Boca Grande resort. Brothers share family fortune worth at least $450 million.

Kenneth Harry Olsen

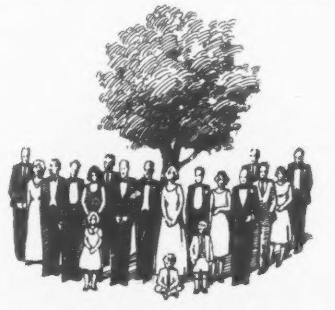
Digital Equipment Corp. Lincoln, Mass. 58. Married, 3 children. Circuit designer with no business experience at MIT's Lincoln Labs. With $70,000 set up shop 1957 in old textile mill. Credited with starting minicomputer industry. Organized DEC to stress flow of ideas from bottom up; sales $5.5 billion; headquarters still the old mill. Latecomer to personal computer market. Profits down early 1984 but coming back with systems technology. "You make the best products you can, and you grow as fast as you deserve to." His 4% DEC: $225 million.

Dorothy Green

Liliore Green Rains

Burton Green Bettingen

Sisters. Inheritance. Daughters of Burton E. Green (d. 1965), promoter, early Beverly Hills real estate developer. Bought oil-bearing land when nobody wanted it. Cofounded Belridge Oil 1911, president 1925-65. Bought by Shell Oil 1979 for $3.65 billion (then history's biggest takeover). Sisters' stake nearly $700 million *(see also Buck and Whittier families)*. Also own Beverly Hills real estate. All over 70; live in Beverly Hills (Burton also Newport Beach). Avoid publicity. Dorothy (Dolly): eldest. Divorced, no children. Celebrated Belridge sale following year with "mystery woman" appearance at horse auctions; paid $2.2 million for 5 yearlings, flew off in chartered jet. Invested heavily in Thoroughbreds with notable success: "Everything she touches seems to turn into some form of gold." Religious. Animal lover, attached to her pet dogs. Gave much for Versailles restoration. Liliore: widow. President Los Angeles Girl Scouts 1961-63; socially prominent, but lately withdrawn from functions. Burton (Burtie): recently widowed from William Bettingen; 2 children. Named for father who "tired of waiting for a son." Bought John Wayne's beach house for $5 million. Once ran Beverly Hills antique shop. Estimated net worth: $225 million each.



The family most represented among The Forbes Four Hundred is du Pont (20 members).

Roy Edward Disney

Walt Disney Productions, broadcasting. Los Angeles. 54. Married, 4 children. Father Roy O. (quiet business manager), uncle Walt (cartoonist) started Hollywood studio 1923, grew into Walt Disney Productions: cartoons, movies, theme parks, et al. Roy E. left management 1976 (5 years after father's death) following bitter fight for creative control with Walt's son-in-law Ron Miller (now CEO). Started Shamrock Broadcasting: TV, radio stations, real estate. Recently tried to take over Fabergé, but lost to Meshulam Riklis *(which see)*. Quit Disney board March 1984 but rejoined after recent takeover scare. With Shamrock, 5% Disney, net worth is estimated to be $220 million. *(See also Disney family.)*

Ben H. Carpenter

Southland Financial Corp. Dallas. 60. Married; 1 son, 2 daughters. Father John W. founded Southland Life Insurance 1908. Ben turned toward real estate 1950s, sold firm's insurance subsidiary for $352 million 1984. Developing Las Colinas, part of 12,000-acre former family ranch between Dallas, Fort Worth. Prairie floodplain now high-rise office buildings, "Venetian" canal taxis. Controls architecture, tenant mix, paint colors; no mirrored windows. "You've got to build it the way Ben wants it built." Most land owned by Southland, but Carpenter keeps 800 prime acres. With 30% Southland, real estate, worth at least $220 million.

Leonard Samuel Skaggs

American Stores. Salt Lake City. 61. Married, 4 children. Father L.S. Sr. founded Safeway chain with 5 brothers. Resigned after 23 years. Started Skaggs Companies, Inc. 1939. L.S. Jr. inherited firm 1950, at 26. Helped pioneer "one stop" grocery/drugstore shopping in partnership 1970-77 with Joe Albertson *(which see)*, whom L.S. Sr. financed. Combo profitable. Parted friends, but Wall Street wary: Stock dropped 25% soon after breakup. Undaunted, L.S. built Skaggs into third-largest drug chain. Merged with American Stores 1979. Bought rival Jewel Cos. 1984 ($1.2 billion deal); L.S. chairman and CEO. His 21% A-S stake recently worth $220 million.

Howard Vollum

Tektronix, Inc. Portland, Ore. 71. Married, 5 children. College physics major, saw need for mass-produced oscilloscope. Studied radar sets during WWII, then worked in radio and appliance shop. With partner M.J. Murdock (d. 1971), designed better, cheaper oscilloscope in back room. Started firm 1946, stayed better and cheaper. Grew into world's leading maker, went public 1963. Diversified 1970s: computer graphics, communications test equipment, visual design tools, etc. Sales now over $1.3 billion. Stepped down to vice chairman February 1984. Now pursuing personal projects (science, arts). His 18% Tektronix worth $220 million.

Steven Paul Jobs

Apple Computer. Los Gatos, Calif. 29. Single, 1 daughter. Adopted at birth; college dropout; worked briefly for Atari. Launched personal computer industry after seeing friend's home-built model. Started Apple Computer 1975 in garage; persuaded A. Markkula *(which see)* to help mass-produce; went public 1980. Apple III computer less perfect (1981); IBM gained lead. Next, "Lisa": innovative, expensive; sales weak. Now gambling on lower-priced, 32-bit "Macintosh." Still wears jeans to meetings: "I'm just a guy who probably should have been a semitalented poet on the Left Bank. I got sort of sidetracked here." His "sidetrack" includes 12% Apple, etc., worth over $210 million.

William Morse Davidson

Guardian Industries Corp. Detroit (Bloomfield Hills). 61. Divorced, recently remarried; 2 children, 1 stepchild. Lawyer, started career as savior of small, failing businesses. Took over bankrupt family windshield firm 1955 after bitter struggle with relative. Paid off creditors, turned it around. Saw chance 1967 as glassmaker, went public 1968. Today is 4th-largest glass producer; also photofinishing. Sales 1983: $470 million. Hobby: 62%-owned Detroit (basketball) Pistons; shoots own hoops at home indoor court. His 42% Guardian, plus other interests, worth over $210 million. Now wants to take firm private in $300 million-plus deal.

The richest elected official in the U.S. is John D. Rockefeller IV, Governor of West Virginia.

Sy Syms Merns

Syms Corp. Lyndhurst, N.J. 58. Married; 3 sons, 3 daughters. Brooklyn-born baby of 8 children. Small-time sports announcer after college. Joined family Wall Street haberdashery 1952. Opened own 1959. Now 12 "off-price" Syms retail stores on East Coast; soon Chicago. Offers famous-brand overstocks: "The public is not 12 years old." Also luxury clothier A. Sulka & Co., London, Paris. Politically neutral: "I need to sell to socialists and communists like everybody else." $180 million (sales) Syms Corp. went public 1983, netting Merns $31 million cash. With remaining 14.5 million shares (82%), his minimum net worth is $210 million.

Dominique de Menil

Inheritance, art. Houston. 75. Widowed, 5 children. Daughter of Conrad Schlumberger, who cofounded Schlumberger, Ltd., oilfield services (d. 1936). With husband John (son of French baron), fled Nazi-occupied Paris 1941 to firm's Houston headquarters. Since 1960 family has sold much stock. John ran Schlumberger 1967-70 (d. 1973). Dominique ran art department small Houston university 1964-69. Art lover: Started with postwar "bargain" paintings, now considered largest private collection surrealistic art. Building Houston museum. "When I arrived in Texas, there was not much you could call art." Wealth believed to exceed $200 million.

Armand Hammer

Entrepreneur. Los Angeles, NYC, Moscow. 86. Twice divorced, remarried; 1 son by first wife. Bronx-born son of Russian immigrants. Father a physician, active in Socialist Labor Party. Armand also trained as doctor, but ardent capitalist: "I made my first million as a student." Began trading U.S. grain for U.S.S.R. fur and gems 1920, made pencils for Lenin 1925. Bought "worthless" Soviet notes Stalin paid off at face value. He and friends bought nearly defunct Occidental Petroleum 1955 for 18 cents a share, built into giant, 1960s, on Libyan oil. Sales $19 billion 1983, 17th-largest U.S. company. Has $50 million-plus art collection. His Occidental stock worth only $30 million, but his net worth must exceed $200 million.

Alfred Dreyfus Goldman

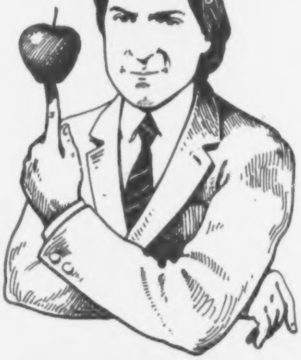
Monte Henry Goldman

Inheritance, real estate. Father Sylvan, 85, shopping cart inventor, built Humpty Dumpty grocery chain 1930s. Merged 33 stores into

ACF-Wrigley 1955 (now Allied Supermarkets). Left 1959 to build real estate empire. Developed shopping centers, planned communities, hotels in Okla., Tex., Colo., Ariz., Puerto Rico; raw land Houston, Oklahoma City. Also former Kaiser estate Hawaii, stocks, oil and gas, banking. Liquid assets alone may top $200 million. Sons now control Goldman Cos.; both live in Okla. City and Honolulu. Alfred: 46. Single. Wharton business grad.; CEO. Bright, extroverted: "We don't have any money borrowed from anywhere in the whole damn world. That's why I can laugh a lot." Monte: 49. Married, 2 daughters. Less outgoing, co-chairman. Equal partners, secretive, keep Goldman name off most deals. Joint worth easily exceeds $400 million. "We make a nice living."

Ewing Marion Kauffman

Marion Laboratories. Kansas City, Mo. 68. Married, 3 children. Started as drug salesman 1948. Commissions soon exceeded president's salary. Used spare time to develop first calcium pill, from crushed oyster shells; packaged at night in basement. Launched Marion on his invention 1950. Now markets 86 products, mostly other firms' discoveries ($180 million sales). Sponsored classes 1980-82 to teach CPR to locals. Now starting citywide program "to teach kids to leave alcohol and drugs alone." Owns 51% Kansas City (baseball) Royals (sold 49% for $11 million 1983); minor oil holdings. With 24% Marion, worth at least $200 million.



The youngest member of The Forbes Four Hundred whose fortune is completely self-made is Steven Jobs, 29.

Max Palevsky

Computers. Beverly Hills. 60. Thrice divorced, 4 children. Born Chicago, son of poor immigrant house painter. Taught philosophy briefly at UCLA, left 1952 to design computers for Bendix Corp. at $100/week. Started computer maker Scientific Data Systems 1961 with associates, backing from venture capitalists; sold to Xerox 1969, pocketed $100 million. Made some films *(Fun With Dick and Jane).* Backed progressive causes, magazines, candidates (author Gore Vidal Senate bid 1982). Raised money for Diasonics, Daisy Systems, other startups; has big stakes. Technology market down, but wide holdings (Silicon Valley, etc.) still said to be over $200 million.

Joseph A. Albertson

Albertson's Inc. Boise, Idaho. 78. Married, 1 daughter. Quit as Safeway store manager in dust bowl Kansas to open Boise grocery 1939 with $5,000 life savings, $7,500 loan. Fought competition with in-store bakery, etc. Co-pioneered drug-grocery store combination with L.S. Skaggs *(which see).* Now in 18 states, 7th-largest U.S. supermarket chain (1983 revenues $4.3 billion): "Work like hell and give the customers what they want." One experiment: blew fresh-baked smell through store to stimulate buyers. His 22% stake, etc., worth minimum $200 million.

Robert Rich Sr.

Food products. Buffalo, N.Y. 71. Married, 3 children. Family was biggest ice cream maker Buffalo. Rich found own niche with frozen nondairy substitute, when new soybean-based whipping cream froze on train ride 1945; it still whipped. Hit pay dirt 1960 with Coffee Rich creamer, still market leader: Consumers may not love it, but food service operators, who buy 75% of his products, do. Also frozen dough, desserts, etc.; over $500 million sales. Bob Jr. now pres. private Rich Products Corp. Trying to market new Freeze Flo technology: Keeps food soft at freezing temps. Sr. has preferred stock; frequents Palm Beach. Grandson played Redford's son in *The Natural.* Minimum net worth is 200 million.

Charles B. Benenson

Real estate. NYC. 71. Divorced, 3 children. Father built Bronx apartments from 1900, switched to investing 1920s. Charles, Yale grad, joined Benenson Realty 1933. Obscure by choice. Quips: "How much would it cost to get me off your list?" Shrewd private investor with several NYC builders, including bridge partner Larry Tisch *(which see).* Also Harry Helmsley *(which see),* recent partner in new Manhattan film studio. Substantial waterfront acreage Amagansett, N.Y. (old Bell estate); large stock portfolio. Active NYC philanthropy, respected collection African art. Net worth over $200 million, denied by him.

Robert Olnick

Real estate. Palm Beach and NYC. 69. Married, 2 daughters. Father owned one of first self-service cafeterias, lost in Depression. Died when Robert was 16. Put self through law school 1930s, bought Manhattan building after WWII while on Navy leave. Built early government housing 1949, gained controlling interest 1959 in giant Starrett Housing in Brooklyn, quit as CEO 1976. Still owns thousands of apartments, co-oping many. "Office building owners live better, but apartment owners sleep better." Recent East Side high-rise rental: 1 bedroom, $2,825 per month. Daughters, son-in-law Richard Lane in business. Net worth may exceed $200 million.

Stanley Stahl

Real estate. NYC. 60. Divorced, remarried; 1 son, 2 stepchildren. Began as broker 1947, bought first Manhattan apt. building within 1 year with saved-up commissions; added more. Staked almost everything 1962 to build 1.5 million sq. ft. at 277 Park Ave.; now Chemical Bank building. Owns 3,000 Manhattan apts., not interested in co-oping: "I guess I'm lazy." Won 1977 court ruling denying apt. lease to "intelligent persons" who know law and might cause trouble. Half interest in Broadway theater (Lunt-Fontanne). Minimum net worth may exceed $200 million.

Joseph Morton Davidowitz (a.k.a. Morton Davis)

Stock market. Lawrence, N.Y. 55. Married, 4 daughters. Legal name Davidowitz, uses Davis on Wall Street. Son of kosher food distributor, sold vacuum cleaners door-to-door. Attended Brooklyn College night school 7 years. Graduated Harvard Business School with honors. Recruited by D.H. Blair brokerage house 1961, became one of a dozen partners. Gradually bought others out; sole owner 1973. Earned $20 million 1983. Likes new public issues, especially high-tech. Often buys personal stake. "I back the jockeys, the young guys with exciting ideas." D.H. Blair plus Davis' personal investments worth at least $200 million. "I don't like to count it up."

Robert Alfred Lurie

Real estate, inheritance. San Francisco. 55. Divorced, remarried; 4 children, 2 adopted stepchildren. Father Louis, Chicago newsboy, arrived S.F. 1914; became colorful tycoon. He bought, sold real estate; put up 300 buildings. Backed movies (Tarzan series), talent (Mae West), Broadway shows *(West Side Story, Hello Dolly!)*. Overshadowed only son, Robert, until death 1972. Bob now passive manager vast real estate (Chicago, S.F.); actively runs S.F. (baseball) Giants, bought in 1976. "He treats everyone he meets as a potential Giants fan." Lurie: "We're not doing so well, so you've got to hustle, right?" Net worth exceeds $200 million.

Robert Staples Howard

Publishing. Rancho Santa Fe, Calif. 59. Married, 4 children. Started on hometown (Minn.) weekly: "I swept the floors, melted lead, sold ads, wrote stories . . . you name it." Took over after WWII service, later bought South Dakota daily. Howard Publications now has 19 smallish dailies (over $100 million revenues), Buffalo (N.Y.) TV station. Bullish on cable: Started joint venture Los Angeles area with Donald Reynolds *(which see)*. Lately investing in oil and gas, but won't discuss figures. Private lifestyle: "Work is my hobby." Net worth exceeds $200 million (much in trust).

Thomas Mellon Evans

Investments. NYC. 74. Divorced, widowed, remarried; 3 children by first. Had $15,000 inheritance and a mentor—W.L. Mellon (distantly related). Got control of bankrupt H.K. Porter 1938. Turned around, diversified. Ditto with Crane Co. from 1959. Brilliant takeover artist (some 80 firms at below book). Fierce boss: "the *Jaws* of business." Now slowing down: Left Porter helm 1983; ditto Crane after 1984 boardroom fight (T.M. backed buyout, opposed by son Robert). Latter now CEO; T.M. sold out. Has major holdings Porter, Fansteel, other stocks, brokerage co., horses, farms, art. Net worth believed to exceed $200 million.

Peter Sharp

Real estate. NYC. 54. Widowed, 3 children. Father, major hotelier NYC 1920s (Delmonico, Ritz, etc.); died 1941. Mother Evelyn took over, expanded (incl. Beverly Wilshire). Sold everything 1960s. Peter, after Princeton, started on own in real estate 1957. Owns prime commercial, residential property Manhattan. Crown jewel, though he claims little profit, is Carlyle Hotel—"Peter's place." No wall-to-wall carpet to avoid in-house cleaning: "I detest the hotel smell." In 1980 helped launch Avatar Holdings (substantial Florida real estate) from bankrupt GAC Corp., now CEO. With various stock holdings, estimated net worth $200 million.

Chapman Shaw Root

Coca-Cola bottler. Ormond Beach, Fla. 59. Married, 5 children. Grandfather's Root Glass Co. in 1916 introduced "the most perfectly designed package in the entire world": the Coke bottle. Bought up bottling plants, soon dumped glass business (d. 1945). Chapman took over 1950 (father killed 1932 in plane crash). Developed outside interests; quit Indianapolis racing-car scene after collisions killed 2 of his drivers. Coca-Cola bought his 57.5% of Associated Coca-Cola Bottling Co. 1982 for resale to owners "who will aggressively support and promote Coke products." Now invests through Root Co.; lives across from golf course. Net worth $200 million or more.

Richard Jerome O'Neill
Alice O'Neill Avery

Brother and sister. Inheritance, real estate. Grandfather Richard, immigrant Irish cattle-buyer, bought (1882) and managed vast So. Calif. ranch for Comstock Lode millionaire for half-interest. Grandchildren inherited O'Neill Ranch 1943; 11,000 acres sold during 1970s, kept 43,000. Leased for cattle, citrus, crops, mining, rocket engine tests. Development all around, planning to develop another 5,000 acres. Richard: San Juan Capistrano, Calif. 61. Married, no children. A local political power; owns chain of 29 "Tiny Naylor" coffee shops. Alice: West L.A. 67. Divorced, widowed; 3 sons. Share ranch, other assets worth minimum $400 million. Richard: "I thought it was exaggerated last year. Maybe this year it's closer to being true."

The colleges and universities that have graduated the largest number of persons among The Forbes Four Hundred are:

Yale	**29**	**NYU**	**7**
Princeton	**11**	**Texas A&M**	**7**
MIT	**10**	**SMU**	**6**
Harvard	**9**	**Univ. of Pa.**	**6**
Stanford	**9**	**Univ. of Tex.**	**6**

Gordon Barton McLendon

Entrepreneur. Lake Dallas, Tex. 63. Twice divorced, 4 children. Father Barton (lawyer) got Okla. theater in lieu of legal fee in Depression; saved by *King Kong;* built small chain. Son Gordon (partner): "The Old Scotchman," radio persona 1940s, 1950s. Built Liberty Broadcasting: 458-station sports network. Pioneered Top 40, all-news formats. Sold his 14 stations 1970s for $100 million-plus. With father (d. 1982) began buying Texas land 1960s, building drive-ins. Now 70 screens; said to own 1,000 prime metro acres (also 9,000 other) debt-free. Made films, bought precious, strategic metals. Net worth could exceed $200 million. "Pity the guy who uses money as an end. Because none of us are going to get out of this thing [life] alive."

Thomas S. Monaghan

Pizza. Ann Arbor, Mich. 47. Married, 4 daughters. Fatherless at 4; self-sufficient by 14. Raised in foster homes and orphanages. Thrown out of seminary for mischief, nearly flunked high school, read self-help books in Marines. With brother, borrowed $900 for small pizzeria 1960. Got full control 1961, became delivery-only Domino's Pizza. Almost bankrupt 1970. Now second-biggest chain (after Pizza Hut): over 1,450 outlets (65% franchised), 49 states. Bought Detroit (baseball) Tigers 1983 from John Fetzer *(which see)* for record $53 million. Jogger, devout, super-straight (gave up diet soda), vast self-help library. His 95% Domino's worth at least $200 million.

HOME
SWEET
HOME

The ten metropolitan areas with highest concentrations of The Forbes Four Hundred:

New York City area 88
Dallas/Fort Worth 30
Los Angeles 28
Chicago 16
Houston 10
San Francisco 9
Boston 8
Minneapolis 8
Detroit 6
Midland, Tex. 6

Arthur Ivar Appleton

Electronics. Chicago, Miami Beach. 68. Married; 5 sons, 1 daughter. Appleton Electric founded 1903 by father Albert (d. 1951), made electrical construction products. Arthur started working in company plant after college 1936; president 1947. Married Hollywood starlet Martha O'Driscoll. Sold company 1982 to Emerson Electric for 4.3 million shares, now worth $290 million. Retired, breeds racehorses in Florida. Not counting family members' Emerson holdings, his stock, other various interests worth $200 million or more.

Robert Einar Petersen

Publishing. Beverly Hills. 58. Married. Short-order cook, then gas station jockey, then movie studio publicist. Discovered southern Calif. car-racing craze; started *Hot Rod* magazine with $400 in garage 1947. Hawked at drag strips. Bought out partner 1950. *Hot Rod* now car buff's bible. Petersen Publishing now 16 monthlies *(Teen, Motor Trend, Guns & Ammo).* Married Miss Rheingold of 1957, bought mansion. Also real estate (office buildings, 3,000-acre ranch), art gallery, books, movies. First man to bag polar bear with revolver (Alaska, 1965). Commissioner of shooting sports for recent Olympics. Minimum net worth: $200 million.

Mortimer Benjamin Zuckerman

Real estate, publishing. NYC, Boston, Washington, D.C. 47. Single. Raised Montreal; naturalized 1977. Grandfather was Orthodox rabbi; father: tobacco and candy wholesaler, wanted scholar son. Wharton M.B.A., Harvard Law. Made first $5 million at Cabot, Cabot & Forbes by 29. Now Boston Properties: built/manages 7 million sq. ft. office space (adding nearly 4 million more), suburban Calif., Boston, Washington, D.C., lately NYC; his equity 75%. Bought ailing *Atlantic Monthly* 1980. Circulation growing, expects profit 1986. Bought *U.S. News & World Report* (plus property) 1984 for $163 million. "I just want to get married, settle down and have 5 kids. But you can't force these things." (Recently seen with Gloria Steinem.) Minimum net worth: $200 million.

Dolph Briscoe Jr.

Rancher. Uvalde, Tex. 61. Married, 3 children. Governor Texas 1973-79, not renominated. State legislator 1949-57. Son of prominent rancher, now one of biggest landholders in state. Owns 500,000-plus acres southwest Texas, including 177,000-acre Catarina Ranch; some oil under it, considered showcase for soil and water conservation. Owns local bank in Uvalde. Net worth: $200 million.

Robert Charles Joseph Edward Sabatini Guccione

Publishing. NYC. 52. Twice divorced, 5 children. Accountant's son; grew up in N.J. In Rome at 18 to paint, then freelance cartooning, then writing, acting. *Penthouse* launched London 1965, no backing. More nudity than *Playboy* meant more profit. Lately ad revenues declining, raised magazine price. Says pretax earnings still over $25 million (alltime bestseller: '84 Miss America pictorial). He and Hef not speaking. Guccione: "I don't have any problem with him. He has a problem with me." Politically conservative; invests in nuclear fusion. Lives in $20 million (cost) Manhattan mansion with vice chairwoman Kathy Keeton. With *Omni,* etc., net worth: $200 million.

Stephen Muss

Real estate. Miami Beach. 56. Married, 5 children. Inherited (with mother and 2 sisters) father's real estate empire in northern N.J., southern Fla. Seeking to put glamour back into Miami Beach: 75% Fontainebleau Hilton (investing more); Seacoast Towers (3 high-rise beachfront rentals). Last year opened The Alexander Hotel, first new Miami Beach hotel in 15 years. Codeveloped Towers of Quayside, Miami condos. Also Seacoast Towers in Brighton Beach (Brooklyn). Miami Beach political power broker. Net worth estimated at $200 million.

Jack Monteith Berry Sr.

Citrus grower. Winter Haven, Fla. 67. Married, 1 son, 2 daughters. Left native Tenn. for NYC, became successful fruit broker. In 1950s supermarkets bypassed brokers; Berry decided real money was in growing. Gambled on south Fla. (soil supposedly too wet for oranges). In 1960s planted 6,000 acres. Now one of largest independent growers *(see also Emmett Evans)* with 15,500 productive acres, concentrate plant, plus 16,000 acres ranchland (maybe half will become citrus). With 4 freezes in 7 years, lately grove-shopping deeper south. Bought small Indiana plastics plant 1983. Debts minimal: "nothing we couldn't handle overnight." Net worth: at least $200 million.

Francesco Galesi

Real estate. NYC. 52. Divorced, remarried; 2 daughters, 1 son. Middle of 5 sons of Italian immigrants; father a real estate broker. Early success 1960 turned Binghamton, N.Y. city dump into shopping center, $4 million profit. Now owns some 13 million sq. ft. commercial space in Northeast, Midwest (office, shopping centers, other); 620 acres Southampton, N.Y. beachfront; several manufacturing companies. Founder United Satellite Communications: direct broadcasts to homes; one of few remaining players in troubled industry. Also Argo Communications, long-distance business phone co.; partners include French government. Minimum net worth: $200 million.

Harold Clark Simmons

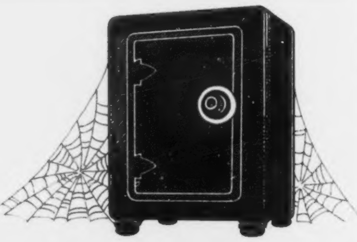
Entrepreneur. Dallas. 53. Divorced twice, remarried; 2 daughters by first marriage, 2 by second. Quit as bank examiner 1960 to buy neighborhood drugstore. Built to 100-plus chain across Texas; sold to Jack Eckerd Corp. for stock 1973. Began selling shares, investing proceeds. Now, with wholly owned holding company Contran Corp., major corporate raider: National City Lines, Amalgamated Sugar Co., 18% GAF, etc. Seeks billion-dollar-deal capability, thereby fewer competitors. "Harold is a strategist who would make Napoleon look like a slouch." Also 50,000 acres southern La., minor oil and gas interests. Net worth estimated at $200 million.

Robert Ruliph Carpenter Jr.

William Kemble Carpenter

Irene Carpenter Draper

Brothers and sister. Inheritance. Children of Margaretta L. du Pont, sister of Pierre S. *(see Pierre Samuel du Pont family, du Pont family).* Robert (Bobby): Montchanin, Del. 69. Married, 3 children. Director Christiana Securities until dissolution 1976; owned Philadelphia (baseball) Phillies, sold 1981 by son Robert Ruliph III for $30 million. William: Boca Raton, Fla. 65. Twice divorced, 1 daughter, 1 adopted stepson. Noted as deep-sea fisherman in his day. Irene (Mrs. James A. Draper III): Montchanin, Del. 73. 3 marriages, 2 divorces; 5 daughters by first marriage. Known for longtime hobby of cutting hair of friends and relatives in barber chair set in bay window of game room. Some trusts ended, have separate interests, but total fortune of the three estimated at $600 million.



The oldest fortune among The Forbes Four Hundred is the du Ponts', founded 1802 by Pierre Samuel du Pont de Nemours and son, Eleuthère Irénée du Pont.

Jake Louis Hamon Jr.

Oil, gas. Dallas. 82. Married, 1 son, 1 daughter. Father was oilman, political: sat in original "smoke-filled room" at nomination of Warren G. Harding, helped write Oklahoma state constitution. Jr. inherited political connections. Began working in oil fields age 17. Bought and sold oil leases at 18. Drilled wells almost 6 decades: "I remember every one: details, dates, the way you remember your kids' birthdays." Has vast oil interests, production; keeps at it. "Goddamn, you want to find an east Texas field. All I've ever found are small fields." Minimum net worth: $200 million.

Clarence Scharbauer Jr.

Inheritance. Midland, Tex. 59. Married, 4 children. Father settled in Midland 1889, became leading citizen: built the hotel, ran the bank, etc. As rancher, needed many acres to support each cow in dry west Texas climate. Acquired thousands of acres, some on Permian Basin, one of richest oil provinces in U.S. Clarence Jr. probably most powerful man in Midland. Enjoys horse racing. Was largest shareholder, director of First National Bank of Midland, which failed 1983 because of bad energy loans. Net worth should still be at least $200 million.

Norton Winfred Simon

Industrialist, art collector. Los Angeles. 77. Divorced, remarried (to actress Jennifer Jones); 2 sons by first wife (1 deceased). College dropout, played stock market, got out with $35,000 before Crash. Bought defunct orange juice plant 1931 for $7,000; Hunt Bros. 1943, parlayed into Hunt Foods; that into $1 billion-plus Norton Simon, Inc. Felt trapped by it all. Left 1969 with over $100 million to pursue art, idealism. Supported student dissidents 1960s, lost GOP primary (Senate) 1970. Still amassing huge art collection. "Business or art or politics is just a means of living, and living is the real end." Minimum net worth, much from art, estimated at $200 million.

Kenneth W. Ford

Timber. Roseburg, Ore. 76. Divorced, remarried; 2 children. Quit college to help father's ailing sawmill. With used equipment, set up own shop as Roseburg Lumber 1936. Shrewd: Got 160,000 unwanted timber acres Douglas County, Ore. at $2 each. Grew during postwar housing boom; now a leading plywood producer; constant reinvestment. Frugal: Got rich cutting mostly on federal land, building up private stock. Paid $253 million (most debt) for 323,000 acres N. Calif. 1979, also led wild bidding late 1970s for gov't cutting rights. Values since crashed; Ford faces "potential" $264 million loss if gov't contracts carried out. Expected to squirm through, then merge or go public. He controls 75% of firm; believed to be worth $200 million. Claims much less.

Marc Rich

Trader. Zug, Switzerland. 50. Married, 3 daughters. Belgium-born son of burlap bag maker; family fled to U.S. WWII. Quit NYU for Philipp Brothers (now Phibro-Salomon); helped build into world's largest commodities trader (oil, metals). Felt he deserved million-dollar bonus 1973; denied; quit angry. Started Marc Rich & Co., partners mainly hired away from Phibro; may have built world's second-biggest trader (over $10 billion revenues) until recent probe for evading over $48 million taxes. Fled to Zug; 65-count indictment 1983; $50,000 daily fines for withholding papers. Renounced U.S. citizenship for Spain, but feds don't accept. Trading shrunk, but wealth still could be $200 million.

Claude B. Pennington

Oil, gas. Baton Rouge, La. 83. Married; 1 son (deceased), 3 grandchildren. Born year before first La. oil field discovered near his house; roughnecked there before college; joined father's eye & ear clinic as optometrist. Day after father died, quit, went into gas and oil, age 30. No big find until Lobdell field 1952. Now Pennington Oil Co., drilling in La., Ark., Ala., Fla., Ga., Miss.; "everywhere but Oklahoma and Texas!" Some 75 new wells a year, many joint ventures; claims huge reserves. "Doc" said to have over $50 million in area banks; bankers don't ask for financial statement. Building $100 million nutrition center for Louisiana State Univ. Evidence suggests net worth could far exceed $200 million. "I'm working seven days a week, including Christmas."

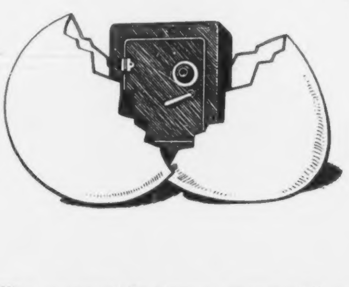
Under $200 Million

Anne Windfohr Sowell

Inheritance. Ft. Worth, Tex. 45. Twice divorced, remarried; 1 daughter by first marriage, 1 stepdaughter. Daughter of Anne Burnett Tandy (d. 1980), who amassed fortune, mostly through marriage, in ranching, oil, banking; married 4th husband Charles Tandy of Tandy Corp. 1969 ("They should have gotten Justice Department approval for that wedding"). Tandy died 1978, left fortune to her; she bequeathed that fortune to charity, rest to daughter: 208,000-acre 6666 Ranch, Triangle Ranches; oil under both. Also director, stockholder InterFirst Corp. Her net worth exceeds $190 million.

Stanley Stub Hubbard

Broadcasting. St. Mary's Point, Minn. 51. Married, 5 children. Father Stanley Eugene, 87, started St. Paul radio 1923, one of first in U.S.; added TV 1948. Now Hubbard Broadcasting: 5 radio stations, 4 TV, run by son Stanley S. (in shadow until father suffered serious stroke 1981). Plans ambitious direct satellite system 1987; also new network made up of many independents. Firm nonunion; enjoys steady profits, low debts. Flagship St. Paul TV could fetch $125 million. Stan: "We're living in a time of great transition. And anyone who pays that much is a foolish person." Still, with stations, TV production co., hotel, family fortune should exceed $190 million.



The newest fortune among The Forbes Four Hundred is owned by Steven Jobs, who founded Apple Computer Inc. in 1977.

James Emmett Evans

Citrus grower. Dade City, Fla. and Highlands, N.C. 84. Married, 1 son, 1 daughter. Former Ford dealer who packed suitcase into Model T, headed south from Georgia with $500. Bought first orange grove 1920. Now one of largest independent growers *(see also Jack Berry)*: over 13,000 productive acres oranges, 4,000 grapefruit, in 7 Florida counties. Expanding: 8,000 acres young groves. Loves making deals; keeps low profile, old gin-rummy buddies. Nepotism works: "If they're kin, we'll give them a job." Drinks little orange juice: "I'd rather sell it." Net worth should exceed $185 million.

Edmund Newton Ansin

Broadcasting. North Miami. 48. Recently divorced; 2 sons, 1 daughter. Grandfather made shoes in Massachusetts; father Sidney (d. 1971) joined business; started buying Florida property 1940s. With Edmund, bought control Miami TV (NBC) 1962 for $3.4 million. Station grossed $30-plus million 1983; little apparent debt; worth roughly $175 million. Ansin civic-minded, low-key, publicity-shy: "You'd do me a favor if you lost my name somewhere." Minor interests Calif. radio; also well-hidden Florida real estate. His 100% of Sunbeam TV Corp. worth minimum $185 million; one-third in trust.

George Kozmetsky

Teledyne. Austin, Tex. 66. Married, 2 children. Taught business, technology Harvard, Carnegie-Mellon 1947-52 before joining Hughes Aircraft; managed Litton labs from 1954. Teamed with fellow Litton alum Henry Singleton *(which see)*, each put up $250,000 to launch Teledyne 1960 with backing from Arthur Rock. Left 1966 to become business dean Univ. Texas; now runs campus Institute for Constructive Capitalism. Advises univ. system on finances; tells other high-tech investors: "Don't get impatient. These are grandchildren investments." With 5.7% Teledyne, smaller stuff, minimum net worth is $185 million.

Charles Allen Jr.

Herbert Allen

Herbert Anthony Allen

Stock market, real estate. NYC. Charlie: 81. Divorced, remarried; 3 children by first marriage. Brother Herb: 76. Widowed, remarried; 1 son, 1 daughter. Herb Jr.: 44. Divorced, 4 children. Charlie may be among the canniest investors of all time *(see also Warren Buffett).* Raised in Manhattan cold-water flat; high-school dropout; Wall Street runner at 15; set up as bond trader at 19 with $1,000, desk, 2 phones. Brought in Herb 1928. Made first million by 1929, lost it in Crash. Herb (now semiretired) helped rescue firm with shrewd Depression trading. Since 1930s, phenomenal track record buying into cheap, unlikely firms. Staffers pay own expenses, must take piece of venture before Allens buy. Charlie's masterstroke: bought $1 million Syntex 1958; value up over 100-fold. "Charlie has no interest in money except making it." Herbert: Biggest coup in Benguet Mining (bought for $3 million, sold for over $45 m); recently sold 12% Irvine Ranch for over $120 million. Herb Anthony joined 1962; bought about 6% Columbia Pictures at $4 in 1973, sold to Coca-Cola, 1982, for $72. Last year: Made some $30 million losing bid for Northwest Energy. Family secretive; holdings in over 200 companies, plus much well-hidden real estate. Share fortune worth well over $550 million.

Frederick Wallace Smith

Federal Express Corp. Memphis. 40. Divorced, remarried; 8 children. Vietnam Marine, got 5 medals, "sick of destruction." Father, called "Bus King of the South," left Smith $3.2 million, family $8 million. Invested in idea he developed for Yale economics course: all-freight, overnight-delivery airline. Sisters sued for misinvesting family funds. Nevertheless, started Federal Express 1973, raised $90 million venture capital. Now over $1 billion revenues, serves over 200 cities; eyeing Europe, same-day market. Republican; named Sen. Baker's (R–Tenn.) national finance chmn. 1979. His 10% worth $180 million.

Floyd Roger Hardesty

Construction. Tulsa. 46. Married, 2 children. Rural carpenter's son who left school to marry at 15. Drove milk truck in Oklahoma City, "but a drunk ran into me and I lost my job." Moved to Tulsa, poured concrete; borrowed $75,000 to build houses 1958. Switched to apartments, shopping centers 1960s. Formula: no monuments: "We build for the masses." Claims he can put up 500-unit community in just 6 months. "Roger's not the country club type. He's still a farm boy with stamina beyond that of normal men." 6 ft. 4, 240 lb.; flies own Boeing 727; recently shot 10-ft. polar bear on solo safari in Arctic regions. Minimum net worth: over $180 million.

Athalie Irvine Smith

Inheritance, lawsuits. Middleburg, Va. and Emerald Bay, Calif. 51. Thrice divorced, 3 sons. "Joan" lost father at 2; raised close to grandfather James Irvine Jr., who inherited and built up Irvine Ranch: 68,000 prime acres Orange County, Calif. At 24 she inherited 22% stake; 54% to foundation run by his cronies. Fought cronies ever since (over 18 lawsuits). Joined Taubman-Allen group *(see both)* for 1977 bidding, legal wars. Won; she got about $76 million cash. Donald Bren *(see also)* bought control 1983; offered her $110 million (for 11% stake); she's looking for more. Dislikes publicity, gets plenty. Net worth over $180 million (mother has lifetime interest).

Sol Price

Price Co. La Jolla, Calif. 68. Married, 2 sons. Practiced law 17 years; quit 1955 to launch Fed-Mart Corp., mass merchandiser/supermarket, pioneering house brands and "one-stop shopping" concepts. Sold out 1975; fired by new W. German management. Started Price Co. with son Robert, now CEO. Last laugh: Price Co. prospered, Fed-Mart fizzled. Went public 1980; now 15 "clubs": plain cash-and-carry, members-only wholesale outlets in Calif. and Ariz.; moving east. Sales near $650 million; mostly word-of-mouth advertising. "Merchandising is not a science, it's an art." Astute; private; low-key Dem. power. His 16% stake, other assets, worth minimum $180 million.

Seymour Milstein

Paul Milstein

Brothers. Real estate. NYC and Scarsdale, N.Y. Joined father's Circle Floor Co. early 1940s, expanded, sold 1967 for $15 million. Built 1,964 luxury apts. near Lincoln Center; now largest co-op to date. Paid $30 million for Biltmore (converted to office), Roosevelt hotel buildings 1978; estimated $80 million profit. Also much other NYC property. Bought into United Brands 1975; sold almost all of 1.5 million shares 1984 for near $40 million to Carl Lindner *(which see);* still directors. Seymour: 64. Married, 2 children. Paul: 61. Married, 2 children. Call real estate their "hobby." Current projects include 3 office buildings, luxury apts., Times Square merchandise mart. Reputation for toughness. Paul: "My competitors, my adversaries and my friends cannot really say I'm tough. They don't understand the word tough." Net worth, nearly all from hobby, over $350 million, shared about equally.

William Arthur Fickling Jr.

Charter Medical Corp. Macon, Ga. 52. Married (to Miss America 1953), 4 children. Former Air Force guided-missile officer, then "worked for my daddy" in family real estate business before founding Charter Medical 1969. Firm owns 42 hospitals in 18 states, London. Since 1975, emphasizing psychiatric (29 built, 11 under development), not general hospitals: "We became a lean company with a central directive to do one thing and do it well." Chairman Federal Reserve Bank of Atlanta, 1980-83. With family, owns 6 million Charter shares. Net worth over $175 million.

Sheldon H. Solow

Real estate. NYC. Late 40s. Married, 1 child. Went way out on limb to build landmark Manhattan skyscraper (9 W. 57th St.) near Plaza Hotel. Fully rented just before 1970s real estate bust; enjoys vast profits. Also smaller properties; builds only in NYC. Observer: "A contentious, litigious man." Now selling uniform "row" of East Side town houses, throwback to 19th-century construction style; price "several million dollars" each. Big collector modern art. Avoids press. Minimum net worth: $175 million.

Ray Stark

Film producer, securities. Holmby Hills, Calif. 67. Married, 2 children (1 deceased). Started as literary agent (Raymond Chandler, Ben Hecht), switched to movie stars (Kirk Douglas, William Holden). Cofounded independent film co. 1957, became Seven Arts. Later Rastar Productions, Rastar Films; sold both to Columbia Pictures by 1980. Now has Ray Stark Productions. Over years, his film rentals have topped $600 million (*Funny Girl, The Goodbye Girl, Annie*). Got $21 million Coca-Cola stock on sale of Columbia shares; still holds; invests through Allen brothers (*which see*). Also big Calif. horse breeder; avid skier. Talks of retiring, but now making 7 films. "He's a bundle of energy." Net worth: at least $175 million.

The average fortune among The Forbes Four Hundred is at least $315 million.

John Earl Fetzer

Broadcasting. Kalamazoo, Mich. 83. Married, childless. Age 2 when father died; spent 30 years tracing roots. Built first ham station at Purdue Univ. With equipment and $126, set up shop in Kalamazoo 1931; traded airtime for food during Depression: "Everybody in town was broke." Today: 4 TV stations, 4 radio, cable, Muzak franchise, new area sports network. Owned 100% Detroit (baseball) Tigers 1962-83; sold stadium to city 1977 for $1. Sold team to Thomas Monaghan (*which see*) for record $53 million. Believes in reincarnation; studies all religions. "The human potential is almost unlimited, as long as you don't care who gets the credits." Still tireless, but grooming nephew Bruce, 26. Net worth: at least $175 million.

August Christopher Meyer

Broadcasting. Champaign, Ill. 83. Married, 1 son. Was prominent town lawyer; helped launch Champaign TV station 1953; got control in order to rescue investment, slowly acquired 100%. Bought San Diego TV in 1964 for some $11 million, now worth over $125 million. Other TV, radio stations, but no buys in 20 years: "I didn't realize it'd been that long." Local legend; chairman family-controlled Bank of Illinois since 1962. Also San Diego land; bonds; etc. Bank now investing in cellular radio: "I'm as excited about this as I was about TV." Son August Jr. (Chris) running stations from 1976. Net worth estimated at over $175 million.

Ernest Walter Hahn

Shopping centers. Rancho Santa Fe, Calif. 65. Married (childhood sweetheart); 2 daughters, 1 son. After high school worked as messenger for Bank of America; began as small general contractor 1946. Early builder shopping centers southern Calif. 1950s; has built over 34 million sq. ft. nationally (over 40 centers). Went public 1972; sold out to Canada's Trizec Corp. 1980; his share $90 million. Semiretired; flies own jet; spends most time on charities, some developments (e.g., huge Palm Desert, Calif. center). Much liquidity; marginal debt. Minimum net worth: $175 million.

Ben Hill Griffin Jr.

Citrus grower. Avon Park, Fla. 73. Divorced, remarried; 5 children, 1 stepchild. At age 8, drove mule team through father's small orange groves. "I didn't know there was any other business but citrus." Wedding gift 1933: 10-acre grove. Added land where he could, now owns roughly 10,000 acres. Also much cattle, ranch land; chairman, 52%-owner Alico Inc. Spent 5 terms in state legislature, lost bid for governor 1974; wife was running mate. Sold citrus packing plants to Procter & Gamble 1981. Visible assets, exclusive of debt, worth at least $175 million. "We're just running a little business out in the country."

Leonard Litwin

Real estate. NYC. Late 60s. Married, no children. Started in landscaping business with father on Long Island (nurseries now valuable real estate). Pioneered high-rise apartments on Manhattan's York Avenue. Now owns some 3,800 choice Manhattan apartments. Wants to build new rentals; blames condo, co-op developers for pushing up land prices. Refuses to co-op: "Everybody who has a job in New York can't spend $500,000 on a co-op. It's almost like there's a whole new breed of builder here." Colleague: "He operates like an old-fashioned real estate man." Properties eminently co-opable. Minimum net worth: $175 million.

James Landon Knight

Knight-Ridder Newspapers, Inc. Miami. 75. Married, 4 daughters. Self-styled "nuts and bolts man" with business sense in notable publishing partnership with brother John (d. 1981). At 12 set type in print shop after school. At 24 inherited father's three small papers, managed business while John edited. Added *Miami Herald* in 1937; merged with Ridder family 1974; now 3.8 million combined circ.: 30 dailies, incl. *Philadephia Inquirer* and *Daily News, Detroit Free Press.* New commercial videotex service south Florida. Bulk of John's holdings in Knight Foundation; James owns 9%, other assets. Minimum net worth: $175 million.

John Cornelius Dempsey

Bulk containers. Delaware, Ohio. 70. Divorced, 6 children. Young accountant 1946; family owned minor block Greif Brothers Corp., cooperage founded 1877. Hunted down, bought out shareholders at $35 average, took over as CEO 1947. Stock since split 160 for 1; equivalent value now over $3,200 per share. Containers about 90% of firm's $280 million sales 1983. Lives modestly on company-owned farm. Devout: painting of Christ in meeting room, on annual report covers. Low turnover, many lifetime execs: "I can't remember ever firing anyone." Given firm's breakup value (incl. 317,000 acres timber), portion imputed to his family's voting stock (not traded), worth $175 million.

Ruth Chandler von Platen

Harrison Gray Chandler

Times Mirror Co. Two (of 8) surviving children of Harry Chandler, Los Angeles empire builder who worked at *Times* during 1880s, married owner's daughter, gained control. Became one of largest land barons southern Calif. Died 1944; split Times Mirror Co. fortune equally among 7 living children. Ruth (Mrs. Karl G. von Platen): San Marino, Calif. 87. Thrice widowed, remarried; 3 children, 10 stepchildren. Second husband J.G. Boswell left her 11% J.G. Boswell Co., largest U.S. cotton producer; since sold off. Including roughly 4.4% Times Mirror stock (in trusts), net worth is over $170 million. Harrison: Arcadia, Calif. 81. Married, 1 daughter. Family spokesman. After Stanford 1927, joined company. Ran Times-Mirror Press through 1968. Active community affairs; recently retired chairman of Chandis Securities, family holding company. With roughly 4.4% Times Mirror (in trusts), net worth over $150 million. Fewer than 50 descendants of Harry share additional 22% *(see Chandler family).*

Daniel James Terra

Lawter International. Chicago. 73. Widowed, 1 son. Born of Italian immigrant lithographer. Lost Penn State dance audition to Gene Kelly ("All I had to do was see him take the first three steps and I knew he'd get the part"). Chemical engineering degree instead, started printing chemicals business 1940. Hired outsiders, developed new technologies late 1950s; went public 1960. Built one of nation's top private American art collections; paid $3.25 million 1982 for Samuel B. Morse's "Gallery of the Louvre," record for American painting. Planning major American art museum downtown Chicago. Reagan's fundraising chmn. 1979-80, now ambassador-at-large for cultural affairs. His 26% Lawter; art, other holdings worth at least $170 million.

William Zimmerman

Pic 'n' Save. Huntington Beach, Calif. 64. Widowed, divorced; 3 children. Started at 9 hustling sugarcane on NYC's Lower East Side, buying cheap in Chinatown, selling 2-cent slices to neighbors, making 50 cents a stalk. Later worked in Los Angeles as welder by night, self-employed salesman by day. From 1950 built Pic 'n' Save chain to 87 stores (mostly So. Calif.) selling brand-name apparel, household items at 40%-to-70% markdown. Depends on yesterday's fads, today's flops, human nature: "In a lot of cases customers aren't going to use the item . . . they buy it because it's a bargain and they can't pass it up." Sales of bargains now up to $227 million. Family recently retired some stock for $105 million; retains 6% stake. Worth minimum $170 million.

Arthur Charles Nielsen Jr.

A.C. Nielsen Co. Winnetka, Ill. 64. Married, 3 children. Nielsen Sr. (d. 1980) founded market survey firm 1923. During Depression found people claimed to buy prestige Lux soap, really bought proletarian Lifebuoy. Decided to count sales, not words. Result: dominant company measuring grocery sales, TV ratings. Added first electromagnetic meters to measure radio (1942) and TV (1949) audiences. Jr. president 1956, CEO 1974; company sold to Dun & Bradstreet 1984. Obscure clause corporate charter rendered family's Class C stock nearly valueless in merger. Traded Class A, B shares for D&B stock (much in trust for family), plus other assets, worth minimum $170 million.

44 men and 32 women on The Forbes Four Hundred are currently unmarried.

Albert Lee Ueltschi

FlightSafety International. Greenwich, Conn. 67. Widowed, 4 children. Young Lindbergh fan who saved money to fulfill dream: soloed open cockpit biplane at 16; instructing by 21. Barnstormer; fell out of plane teaching snap rolls at 4,000 ft., parachute opened at 150 ft. Pan Am pilot WWII; used off-duty hours to start firm 1951; mortgaged home to buy first simulator 1954. Made money training pilots inexpensively on simulators; grads' safety record above average. Left Pan Am when took firm public 1968; now sales $81 million. "I built this damn thing from nothing, and I did it clean." Clients are airlines, other companies, military. Controls 37%, other investments, worth $170 million.

Seymour Durst

Roy Durst

David Durst

Brothers. Real estate. Father Joseph self-made; emigrated from Austria 1902, started Durst Organization 1915 to oversee handful of NYC buildings (d. 1974). Sons moved into midtown Manhattan commercial properties 1940s; pioneered Third Avenue development. Followed father's rule: "Never buy farther than you can walk." Own about 100 properties; 4.2 million sq. ft. office space, large assembled blocks of properties in eventual path of Times Square redevelopment. Seymour: NYC. 71. Widowed, 4 children. Driving force among brothers, land assembler; urban historian, outspoken critic of NYC zoning and rent stabilization: "The danger to New York is not a toxic environment but a toxic economy." Roy: Scarsdale, N.Y. 65. Married, 3 children. Manages, oversees construction. David: Chappaqua, N.Y. 59. Married, 5 children. Handles building design, leasing. Brothers equal net partners in holdings worth over $500 million; sister Alma has passive interest.

W. Duncan MacMillan

John Hugh MacMillan III

Marion MacMillan Pictet

Brothers and sister. Cargill, Inc. Children of John MacMillan Jr., who ran Cargill 1936-60 (d. 1960). Duncan: Wayzata, Minn. 54. Married, 4 children. Has long headed Waycrosse, Inc., Cargill/MacMillan private investment firm; Cargill director. Hugh: Fort Lauderdale, Fla. 56. Divorced, remarried; 6 children. Lives quietly; not active. Marnie (Mrs. Pictet): Geneva, Switz. 51. Divorced, remarried; 2 children. Out of the country most of the time. Share their family branch's approximately 25% of Cargill stock, worth at least $500 million. *(See Cargill/MacMillan family; also other Cargills, MacMillans, Keinath.)*

Whitney MacMillan

Cargill MacMillan Jr.

Pauline MacMillan Keinath

Brothers and sister. Cargill, Inc. Grandchildren of John MacMillan, who became president of grain giant Cargill on death of father-in-law founder. Whitney: Minneapolis. 55. Married, 2 children. Yale graduate 1951, joined company as vegetable oil merchant. Chairman 1977. Cargill: Minneapolis. 57. Married, 4 children; senior v.p. Pauline: 50. Married. Little known, not active in company. Share their family branch's 25% Cargill stock, by itself estimated to be worth at least $500 million. *(See Cargill/MacMillan family; also other MacMillans, Cargills, Pictet.)*

Seward Prosser Mellon

Richard Prosser Mellon

Cassandra Mellon Milbury

Inheritance. Ligonier, Pa. Adopted children (4th is deceased) of Richard King Mellon, grandson of Pittsburgh family bank founder, Judge Thomas Mellon *(see also other Mellons, Conover, May, Scaife).* RKM guided family banking-oil-stocks empire from 1930s until death in 1970. Seward (Pross): 42. Divorced, remarried; 2 daughters by first wife. Susquehanna U. grad. Trained in Mellon National Bank trust dept., now a director; also pres. Richard K. Mellon & Sons, family investment co. Richard (Dick): 45. Divorced, remarried; 2 sons. Tried banking, left to pursue other interests: conservation, oceanography. Also chairman family foundation. Cassandra (Mrs. Edwin Van R. Milbury): 44. Widowed, remarried; 2 children by first marriage. Active in philanthropy, civic affairs. Since death of mother Constance (1980), they preside over trusts believed worth at least $500 million.

Leonard Davis

Colonial Penn Group. NYC and Palm Beach. 60. Married, 2 sons. As small-town (Poughkeepsie, N.Y.) insurance agent, approached mid-1950s by Nat'l Retired Teachers Assoc. about group health plan; lined up contract; helped set up Amer. Assoc. of Retired Persons 1958. Started CPG 1963 to handle both accounts; grew through direct-response marketing. SEC probe late 1970s; CPG lost most AARP/NRTA clients in 1980 to competitive bidding; net loss $23 million 1981; since recovered by expanding services, targeting younger clients. Davis CPG consultant since 1982. His, family's 20% sold 1984 to St. Regis Corp. With previous CPG stock sales, net worth should be at least $160 million.

Charles Haywood Murphy Jr.

Murphy Oil Corp. El Dorado, Ark. 64. Married, 4 children. Took over father's sawmill 1941, at 21, immediately expanded into oil. Now in U.S., Canada, North Sea; owns one of world's largest fleets offshore drilling rigs. "When I might have been a college freshman, I had already found oil, had 40 employees, owed $100,000, wanted to marry. Being a freshman didn't appeal to me." Educated by tutors instead; emphasized classics, Shakespeare. Tutored own children at breakfast table. Retired as CEO 1984, still chairman. His 5.4 million shares worth $160 million; at least 50 relatives share additional $270 million.

Alex Manoogian

Masco Corp. Taylor, Mich. 83. Married, 2 children. An Armenian, emigrated from Turkey 1920 to escape persecution. First Detroit job: claimed to be experienced machinist, wasn't; fired. Hired later with skills. Quit 1929 to found Masco Screw Products Co. Big break 1955: Plumbing "experts" said single-handled faucets wouldn't sell, so he marketed now famous Delta model on own. Profits his own, too: faucets 23% of Masco's $107 million earnings in 1983. At 83 still works on new faucet design. Son Richard CEO from 1968; added oil products, etc., which helped weather housing and auto slumps (planning spinoff). With immediate family, has 10% worth $160 million.

Edward Wyllis Scripps

Publishing. Charlottesville, Va. 75. Divorced, remarried 35 years; 2 sons. Grandson of newspaper mogul E.W. Scripps, but a sundered branch of family: "We're all individualists—otherwise, they'd have us for antitrust!" Father James took over predecessor Scripps-Howard Newspapers 1909, early death 1921; E.W. studied hard and fast to take charge age 21 (1930). Spun off Scripps League Newspapers; now 46 publications (22 are small dailies). Chain highly profitable; debt-free. Sons will inherit, but E.W. still very active. "Unless ill health descends upon us, it's better to wear out than rust out." Net worth at least $160 million *(see also E.W. Scripps and J.E. Scripps families).*

Nathan Cummings

Industrialist. NYC. 87. Widowed, divorced; 3 children. Built Consolidated Foods from $16 million (sales) 1939; bought General Dynamics stock 1960s with Henry Crown *(which see)* at around $10; after splits, shares now worth about

The Forbes Four Hundred

$125 million. Significant collection Impressionists, post-Impressionists; once bought by the square foot. Donated extensive primitive art collection to N.Y. Metropolitan Museum of Art. At 80, threw Waldorf-Astoria birthday party for 635; Bob Hope starred. Son Alan first Jewish member Palm Beach Town Council 1984. Minimum net worth: $160 million.

B. Ray Thompson

Coal. Knoxville, Tenn. 77. Married, 3 children. Cumberland Mountains boy, went to work in father's sawmill: "College never caught my interest. I was too anxious to get moving in the world." Next: Salesman for coal brokerage firm, rose to president; built coal interests on side. Quit 1961, devoted full time to his Jewell Coal & Coke, Shamrock Coal. By 1979, as Elk River Resources, one of largest U.S. private coal companies; 4.5 million tons per year; reserves 200 million tons. Merged with Sun Co. 1979; Ray had 33%. Net worth at least $160 million.

Grover Connell

Food. Westfield, N.J. 66. Married, 3 children. Took over family business, Connell Rice & Sugar Co., 1950 (sales, $10 million). Now largest U.S. broker, trader in rice and sugar (sales, $600 million). Also food and machinery exports; leasing. Once handled nearly all California's rice exports ($350 million 1981), 90% South Korea's rice imports. Charges of illegal dealings with Tongsun Park, Korean wheeler-dealer, dismissed 1979 after Park changed testimony. Net worth believed to be at least $160 million.

Kenneth Stanley Adams Jr.

Entrepreneur. Houston. 61. Married; 1 son, 2 daughters. Part Cherokee Indian. "Bud," son of late Kenneth (Boots) Adams, heavy-handed builder Phillips Petroleum. Ken Jr. still in oil; better known as owner Houston (football) Oilers, "his only real contact with fame." Also cofounder American Football League with Lamar Hunt *(which see)*. Frugal reputation: "Bottom Line Bud." Most wealth in 15,000-acre California rice and vegetable farm, Texas ranch and farmland. Also coal mining, barging, trucking, biggest U.S. Lincoln-Mercury dealership (Houston). Minimum net worth: $160 million.

HOME
SWEET
HOME

The states with the highest concentration of Forbes Four Hundred members:

New York 83
California 53
Texas 52
Florida 20
Pennsylvania 20

Bernard H. Mendik

Real estate. NYC. 55. Divorced, remarried; 3 children by first wife. "Bernie" born Scotland; raised South Bronx as son of handyman. Worked way through law school, broke into real estate 1957 with now ex-brother-in-law Larry Silverstein *(which see)*. Split 1977. Still partners in some buildings. Jokes: "I can't seem to shake him. Marriages die hard." Mendik now has over $1 billion in properties (over 9 million sq. ft.). Rehabs in Manhattan, builds in Conn. Mostly in partnership with institutions; recent deals with Allen & Co. *(see Charles Allen, et al.)*. Avid skier, runner. Minimum net worth: $160 million.

Armas Clifford Markkula Jr.

Apple Computer. Woodside, Calif. 42. Married, 2 children. "Mike": Electrical engineer who worked for Fairchild, then Intel until 1974. Persuaded 1976 by two computer freaks *(see Steven Jobs)* with homemade personal computer and no way to mass-produce, to put up $91,000, secure credit, sell idea to top venture capitalists *(see Henry Singleton, Rockefellers)*. Became Apple chairman, marketing v.p. 1977; CEO 1981. Left 1983, hired successor John Sculley (former CEO Pepsi-Cola): "It's very important to know your own limits." New title: "Markkula-at-large." His 9%, plus stock sales, worth $160 million.

Helen Clay Frick

Inheritance. Pittsburgh. 95. Never married. Strong-willed, worshipful daughter (and sole surviving child) of Henry Clay Frick. He was prototypical "robber baron," rose from bookkeeper to dominate Pittsburgh coke industry in Carnegie era; broke bloody Homestead Strike 1892. She inherited $38 million (1919); millions more after death of mother (1931). Reportedly was canny businesswoman; has fiercely defended father's name. Rarely seen in public since his death. Once lived near Frick Collection (NYC), established in his memory; now in secluded mansion. Even mediocre investment would put fortune well over $150 million by now.

Howard Phipps Jr.
Anne Phipps Sidamon-Eristoff

Brother and sister. Inheritance. Children of Howard Phipps (d. 1982), youngest of 19th-century steel magnate Henry Phipps' 5 children *(see Phipps family)*. Howard ("Howdy"): Westbury, N.Y. 50. Married, 3 children. Lives quietly; represents self, sister on Bessemer Trust board; active in NYC cultural world. "A true philanthropist." Anne (Mrs. Constantine Sidamon-Eristoff): NYC. 52. Married, 3 children. Husband prominent lawyer, was aide to former NYC mayor John Lindsay. Their share of Phipps fortune worth over $300 million.

Clarence Douglas Dillon

Investments. Far Hills, N.J. 75. Widowed, remarried; 2 children by first wife. Father Clarence, financial wiz, became leader of 1920s Wall Street establishment as Dillon, Read & Co., strong rival of house of Morgan (d. 1979). C. Douglas: distinguished public service as ambassador to France 1953-57, treasury sec'y 1961-65; stepped down 1983 as 14-year chmn. Metropolitan Museum of Art, NYC. Family's Dillon, Read sold 1981; 33%-owned U.S. & Foreign Securities (liquidated 1984). With investments, famous Château Haut-Brion vineyard (France), art, net worth exceeds $150 million.

Ezra Khedouri Zilkha

Investments. NYC. 59. Married, 1 son, 2 daughters. Father Khedouri A. (d. 1956) started Baghdad bank 1899, became known as "Rothschild of the East." Brought family to U.S. 1941 to escape war; later lost Middle East empire in Arab-Israeli strife. Son Ezra naturalized 1950. "We were diminished, but not impoverished. There was a seed." Rebuilt as Zilkha & Sons, Inc.; formed partnership with larger banks 1967 (now Fidelity Int'l Bank); chmn. until 1979. Polite; polished. Manages vast investment portfolio, mostly U.S.; serves on various boards. Wife Cecile is NYC socialite; director Met. Opera. Much wealth well-hidden, but believed to exceed $150 million.

Virginia McKnight Binger

Inheritance. Wayzata, Minn. & Manalapan, Fla. 68. Married; 1 son, 2 daughters. Only child of William McKnight. He was born poor in South Dakota sod hut, turned small, troubled sandpaper concern into worldwide, billion-dollar Minnesota Mining & Manufacturing (3M). Died 1978; with wife, left $500 million, from which created $340 million foundation. Virginia runs it. Husband James, 68, rose to lead Honeywell, Inc.; retired 1979 after 35 years. Own 5 Broadway theatres NYC; Tartan Stables in Ocala, Fla. Her net worth: over $150 million. "I don't really know. I don't go into all those details."

Charles Alden Vose Sr.

Charles Alden Vose Jr.

Banking. Oklahoma City. Sr.: 83. Widowed, 2 children. Jr.: 40. Married, 2 children. Family has controlled Okla. City's First National Bank & Trust Co. over 60 years; grew with city. Charles Sr. became president 1945; family now has 25% of holding co., First Oklahoma Bancorp. Tightly run: "Charlie Vose [Sr.] tolerates his shareholders and his board members, but he doesn't much like them." With son Charles Jr. (vice chairman) built fortune as financier of, sometimes controller of, numerous small banks; 80% Fourth National Corp., Tulsa. Also real estate. Both avoid press. With Ed Gaylord *(which see)* and the Goldmans *(which see)*, the power triumvirate of Okla. City. Father and son share fortune believed to exceed $300 million.

Irénée du Pont Jr.

Irene Sophie du Pont May

Margaretta Lammot du Pont Greenewalt

Constance Simons du Pont Darden

Eleanor Francis du Pont Rust

Marianna du Pont Silliman

Octavia Mary du Pont Bredin

Lucile Evelina du Pont Flint

Brother and sisters. Inheritance. Children of Irénée Sr. (d. 1963), president Du Pont Co. 1919-26, played major role in building company *(see Pierre S. du Pont family, du Pont family)*. Irénée Jr.: Christiana Hundred, Del. 64. Married, 5 children. Retired as senior v.p. Du Pont Co., 1978: "I as a stockholder would have objected to me as president." Irene Sophie (Mrs. Ernest May): Wilmington, Del. 84. Married, 4 children. Husband considered family radical (supported Castro, fought family's effort to reduce tax on Irénée Sr.'s estate). Margaretta (Mrs. Crawford H. Greenewalt): Greenville, Del. 82. Married, 3 children. Husband most successful du Pont in-law: Du Pont Co. president 1948-62, present with Fermi at first controlled nuclear reaction in Chicago 1942. Constance (Mrs. Colgate W. Darden Jr.): Norfolk, Va. 80. Widowed, 2 children. Fought to limit use of Du Pont Co. pesticides in Va. early 1960s. Husband (d. 1981) governor of Va. 1942-46. Eleanor (Mrs. Phillip Gordon Rust): Thomasville, Ga. 77. Married, 4 children. Marianna (Mrs. Henry H. Silliman): Montchanin, Del. 73. Married, 6 children. Husband v.p. at family's brokerage firm, active in family's small mutual funds. Octavia (Mrs. John Bruce Bredin): Greenville, Del. 71. Married, 6 children. Husband director of family bank (Wilmington Trust), active in other Del. business interests. Lucile (Mrs. Robert B. Flint): Greenville, Del. 68. Married, 5 children. Board member of family foundation. The 8 siblings and their immediate families share in father's fortune worth at least $1.2 billion.

John Wilmer Galbreath

Daniel Mauck Galbreath

Father and son. Real estate. Columbus, Ohio. John: 87. Widowed, remarried; 2 children from first wife. Began as real estate broker, ruined in Depression; recovered by arranging sales of foreclosed property, drawing large commissions. Then hit on "package deals": Line up tenant and builder, take blueprints to bank for full financing. Philanthropic; not looking to retire: "That's when people die. I've seen it happen; they just waste away." Daniel: 56. Recently separated, 3 children. Heir to real estate empire: over 1 million sq. ft. valuable office space around U.S., plus interests in millions more. Firm manages over 18 million sq. ft.; developed world's largest privately financed housing project 1966-78 (13,000 units, Hong Kong). Also, 52% Pittsburgh (baseball) Pirates (run by Dan); 4,300-acre Thoroughbred breeding farm in Ohio; 680-acre farm in Lexington, Ky., other interests. Estimated joint net worth: over $300 million.

John Davison Rockefeller IV

Sandra Ferry (Rockefeller)

Hope Aldrich Rockefeller

Alida Rockefeller Dayton

Siblings. Inheritance. Great-grandchildren of oilman John Davison Rockefeller and children of John D. III (d. 1978, car accident). John IV (Jay): Charleston, W. Va. 47. Married, 4 children. Studied Oriental languages in Tokyo, later at Harvard and Yale. Was Peace Corps and youth crime adviser to JFK; elected W. Va. House of Delegates 1966; governor 1976 by record margin; reelected 1980 (spent personal $12 million); now seeking Senate seat. "The beanpole politician" (6 ft. 6);

first non-Republican Rockefeller and most prominent member of fourth generation. Sandra: Cambridge, Mass. 49. Single. Vassar-educated artist-musician. Made headlines traveling through Europe 1950s as "impoverished" student. Dropped Rockefeller name 1959; once tried to give all her money away; then tried psychotherapy. Now lives as recluse. Hope: Woodstock, Vt. 46. Divorced, 3 children. Married John Spencer 1959; divorced 1969. Wrote for *Newsday* (on feminism), *New York, Village Voice*; won awards for other reporting. Dropped out mid-1970s to quiet rural life near uncle Laurance's resort. "When people heard the name Rockefeller they never saw the person named Hope." Alida (Mrs. Mark Brandt Dayton): Minneapolis. 35. Married, 1 child. Graduated Stanford U. 1972; denounced parents (long since reconciled); did charitable work in San Francisco, TV documentary production in Los Angeles. Married 1978; husband heir to Dayton fortune *(see Dayton family)*, lost 1982 Senate bid. Siblings' estimated net worth: share portion worth at least $600 million in Rockefeller trusts. *(See also other Rockefellers, Morgan, A. O'Neill, Roberts, Simpson, Thorn.)*

Rodman Clark Rockefeller

Ann Clark Rockefeller Roberts

Steven Clark Rockefeller

Mary Clark Rockefeller Morgan

Siblings. Inheritance. Great-grandchildren of John Davison Rockefeller, children of Nelson Rockefeller's first marriage. Nelson, most drivingly competitive of the 5 "brothers," was 4-term New York governor, vice president under Gerald Ford; died 1979 (heart attack). Rodman: NYC. 52. Divorced, remarried; 4 children by first marriage. Dartmouth grad, joined late father's agribusiness firm, International Basic Economy Corp. (now Ibec Inc chairman). "Far from being a problem, the Rockefeller identity has allowed me to spread my wings." Ann (Mrs. T. George Harris): NYC. 50. Divorced, remarried; 4 children, 4 stepchildren. After college, spell as social worker in London's East End, Bronx; also student landscape design. Uses surname Roberts. Steven: Middlebury, Vt. 48. Divorced, remarried; 3 children by first marriage, 1 by second. Princeton grad, joined army, shocked family by marrying the Norwegian maid, worked briefly for Rockefeller Center. Quit, entered Union Theological Seminary, got divorced, tried psychoanalysis. "I had to deal with the problem of wealth and guilt." Now dean of Middlebury College. Mary (Mrs. Thomas B. Morgan): NYC. 46. Divorced, remarried; 3 children by first marriage. Helped establish public health project on Navajo Indian reservation late 1950s: "We lived in a trailer and ate out of cans and lived among people who had never heard of a Rockefeller." Active Michael Rockefeller wing, NYC's Metropolitan Museum (Michael was twin brother, died New Guinea, 1961). Studies primitive art. Four share at least $600 million in Rockefeller trusts. *(See also other Rockefellers, A. Dayton, Ferry, A. O'Neill, Simpson, Thorn.)*

Laura Simpson Thorn

Abby Rockefeller Simpson

Sisters. Inheritance. Daughters of Marilyn Milton Simpson (d. 1980) and great-great-granddaughters of John Davison Rockefeller. Laura (Mrs. Berrien Thorn): Bedford Hills, N.Y. 30. Divorced, recently remarried; 2 children. Studied at Boston's Wheelock College. Abby: NYC. 27. Single. Father (not a Rockefeller) works as Egyptologist in Boston. Little known. Estimated fortune: share at least $300 million in Rockefeller trusts. *(See also other Rockefellers, A. Dayton, Ferry, Morgan, A. O'Neill, Roberts.)*

Timothy Mellon

Catherine Mellon Conover

Siblings. Inheritance. Grandchildren of legendary financier Andrew Mellon (d. 1937) and children of Paul *(which see)*. Tim: Manchester area, N.H. 42. Divorced, remarried; 1 stepdaughter. Left Yale with city planning degree; started computer programming firm 1969. With partner started company to pressure-treat railroad ties 1977. Now seeks Northeast RR network: Paid over $45 million for Maine Central, Boston & Maine and Delaware & Hudson; total 3,900-mile system, mostly freight. Recently lost bid for Conrail; offered $1.2 billion (plus surrender of over $1 billion tax benefits). Lives modestly; once gave money to help rebuild Hanoi hospital; foundation now supports land and transportation studies. Cathy: Washington, D.C., et al. 48. Twice divorced, 3 children by first marriage. Antiwar activist (1972) when first husband John Warner made Navy Sec'y. Divorced 1973; *he* reportedly settled for some $9 million (later divorced Elizabeth Taylor; now senator). Cathy took mother's maiden name after second divorce; now active supporter Rocky Mountain environmental issues. Each sibling reportedly received $100 million in trusts, as stipulated by grandfather (Tim: "If you think you're going to drag the number out of me, you're wrong"). With conservative investment, combined net worth could exceed $300 million by now.

Bettina Bancroft

Hugh Bancroft III

Christopher Bancroft

Kathryn Bancroft Kavadas

Siblings. Inheritance. Great-grandchildren of Clarence Barron (1855-1928), who built up *Wall Street Journal, Barron's,* Dow ticker. Wealth (56% Dow Jones & Co.) first split among 3 grandchildren: Jane Cook *(which see)*, Jessie Cox (d. 1982; *see William Jr., Jane MacElree*) and Hugh Bancroft Jr. (d. 1953). Hugh's 4 children today share one-third of family's fortune. Bettina: Los Angeles. 43. Divorced, recently remarried; 2 children. Part-time archaeologist; serves on board Dow Jones; also member C.G. Jung Institute of Los Angeles. Retains maiden name. Hugh: Newport Beach, Calif. 35. Married, 1 daughter. Designs and builds antique-like cars in nearby Costa Mesa; travels widely. Chris: Denton, Tex. 33. Married, 1 son, 1 daughter. With wife, runs small real estate company as Bancroft Operations; also several local ice cream shops. Kathryn (Mrs. Stratos Kavadas): Newton, Mass. 32. Married, 2 children. Interests fine arts, philanthropy, raising kids; husband is Boston restaurateur. Four siblings preside over trusts worth $600 million in Dow Jones stock.

Harold Farb

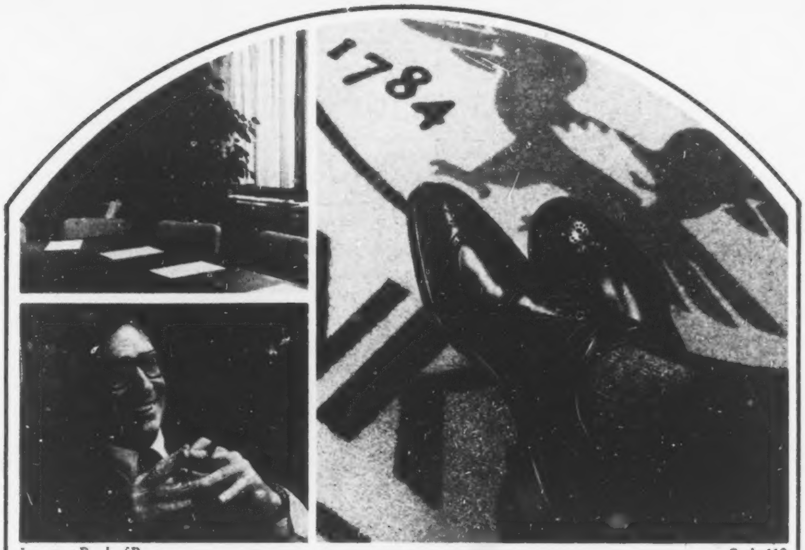
Real estate. Houston. 61. Twice divorced; 5 children by first marriage. Son of movie theater owner; turned to real estate after WWII. Harold built 500 to 1,000 apts. a year during 1960s, early 1970s. Now owns 19,000, dubbed "king of the singles complexes." Diversifying: mixed-use commercial projects, over 1 million sq. ft. office space; status-conscious *Ultra* magazine (Texas society); cuts own record albums (Jolson, Gershwin tunes); performs live at his Houston restaurant, The Carlyle. "You reach a stage when, if you don't have fun, what has it all been for?" Despite Houston apartment glut, $20 million divorce settlement 1983, net worth believed to exceed $150 million.

Orvon Gene Autry

Broadcasting, real estate. Los Angeles and Palm Springs. 77. Widowed, remarried; childless. "America's Singing Cowboy." Reared in Texas; learned to ride and rope on Oklahoma ranch. Made records, movies; CBS radio show 1940-57; was one of world's highest-paid performers. Bestseller: *Rudolph the Red-Nosed Reindeer*. Bought first radio station 1952; now 5 radio, 1 TV as Golden West Broadcasters. Split 1982 with longtime partner Signal Cos. after selling Los Angeles TV for then-record $245 million. Lost rights to air baseball Dodgers 1960, bought Calif. Angels instead. With real estate, music publishing, hotel, net worth at least $150 million.

Lawrence Arthur Wien

Real estate, law. NYC. 79. Married, 2 children. Son of wealthy silk manufacturer; founded law firm 1929. With partners put up $8,000 for Harlem apt. house 1931. Pioneered real estate syndication 1949, provided funds for deals with Harry Helmsley *(which see)*; took varying percentages of equity. Wien-assembled groups today control $2 billion NYC property, including Empire State Building. Also 60-lawyer firm. Son-in-law Peter Malkin active with both. Giving millions to NYC civic, cultural philanthropies to reduce estate. "I don't think it's



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good to leave too much to my beneficiaries." Consensus of peers: worth over $150 million.

Ivan Frederick Boesky

Arbitrager. Mt. Kisco, N.Y. and NYC. 47. Married, 4 children. Son of Detroit restaurateur; came to Wall Street 1966. Left Edwards & Hanly 1975 to go out on own, backed by limited partners. Dissolved 1980; has new merchant banking, investment firm. Nation's top arbitrager; huge profits from huge takeovers. Reportedly over $100 million from Gulf-Socal, Getty-Texaco deals alone. Also family-owned hotels, incl. famed Beverly Hills Hotel. Big fundraiser (UJA, Nazi-hunting); teaches arbitrage at NYU, Columbia. Sleeps about 3 hours per night: "A minute in this business is a year in any other." Net worth believed to exceed $150 million. "I haven't really worked for money since I was 30."

William Stamps Farish III

Inheritance. Versailles, Ky.; Houston. 45. Married, 4 children. Grandson, namesake of cofounder Humble Oil (1917), now big part of Exxon. Principal heir family fortune based on Exxon stock; also oil, real estate, banking. Concentrates on Ky. ranch, Lane's End: substantial horse breeding, racing. Polo player at Univ. of Va.; won National Open. Officer of exclusive Jockey Club, ruling Thoroughbred organization. "One of the leading young men on the turf." Hosted Vice President George Bush for 1984 Ky. Derby; Queen Elizabeth II due in fall. Son-in-law of du Pont heir Bayard Sharp *(which see)*. Net worth may exceed $150 million.

Robert Adam Mosbacher

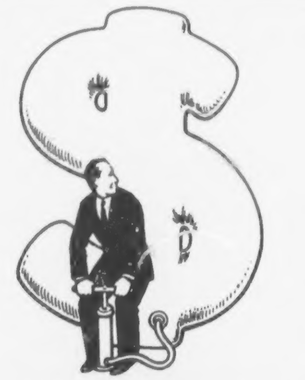
Oil. Houston. 57. Widowed, divorced; 4 children by first marriage. Born White Plains, N.Y. to moneyed family. Prep school, business degree Washington and Lee Univ.; to Houston 1948 to become wildcatter. "I may not be much of a leader, but I'm a lousy follower." Has real estate, ranching interests in addition to Mosbacher Production Co. Twice world yachting champion in Olympic classes. National finance chairman for Gerald Ford 1976, George Bush 1980, on 1984 Reagan campaign committee. Friendly, respected. Father's advice: "You don't ever want to have to cross the street when you see somebody coming." Net worth believed to exceed $150 million.

Charles Shipman Payson

Industrialist; inheritance. Portland, Me. and Hobe Sound, Fla. 85. Widowed, remarried; 5 children (1 deceased). Inherited $3 million from first father-in-law, William Payne Whitney. Left NYC law practice for Suchar Corp.; built into Corn Products Refinery. Got stainless steel patent 1927; merged firm into Armco Steel. Chaired Vitro Corp.: space systems, uranium mining, etc. Now: well-diversified fortune (stocks, bonds, land, oil & gas, art, 6 homes). One-third interest in trust from estate of first wife, Joan Whitney Payson (owned N.Y. (baseball) Mets; d. 1975; *see also her sister-in-law Betsey Whitney*). Just gave $20 million-plus (cash, art) for Portland museum. Breeds horses, cattle, buffalo; hunts quail winter weekends on 17,000-acre Fla. ranch. Still worth at least $150 million.

William Averell Harriman

Inheritance. Middleburg, Va. 92. Divorced, widowed, remarried; 2 children by first wife. Son of Edward H. Harriman, 19th-century rail lord (Union Pacific), financier (d. 1909). Played world-class polo in youth; joined board of father's Union Pacific age 21. Upon mother's death 1935, heir, with 4 siblings (now deceased), to $69 million UP fortune. Father: "Great wealth requires great responsibilities." 40-year diplomat: ambassador to Russia, U.K. (WWII); commerce sec'y; N.Y. governor 1955-59, etc. Liberal thinker, conservative spender. Still active. Broke leg in Barbados last year, but bounced back quickly. "Even his doctors were amazed." Stock, oil, real estate fortune worth $150 million or more.



The only American who made more than $1 billion in 1984 is Gordon Getty: $1.9 billion, plus dividends.

Larry Abraham Silverstein

Real estate. NYC. 53. Married, 3 children. Began as leasing broker with father. Operated with now ex-brother-in-law Bernard Mendik *(which see)* 1957-77. Still partners in some buildings. Controls about 7 million sq. ft. office space, mostly Manhattan. Laments "crazy prices now," says cheaper to build new than buy old. Claims $1 billion in works or planned. Biggest: 47-story No. 7 World Trade Center; each floor football-field size. Also developing suburban office buildings (Staten Island and N.J.), Florida condos. Chairman New York Real Estate Board, founder popular NYU Real Estate Institute. Net worth: over $150 million.

William Alvin Moncrief Sr.

William Alvin Moncrief Jr.

Oil. Fort Worth. 89, 64. Sr. married, 1 child; Jr. married, 4 children. Sr., raised in east Texas, WWI machine gunner, quit 1927 as v.p. Marlin Oil (later became Conoco) to go out on own. Four years of mostly dry holes, then first find: northernmost extension of vast east Texas field, 1931. Investor-partners in 1940s, 1950s included golf buddies Randolph Scott, Bing Crosby, Bob Hope. W.A. Jr. (Tex) working in business since 1945. Together control oil and gas reserves, mostly in Tex., La., Fla., Wyo., N.M., Okla., Canada; known reserves worth at least $300 million. Tex: "I think we could come up with that."

Jack Carroll Massey

Entrepreneur. Nashville. 80. Widowed, remarried; 1 daughter, 2 stepsons. Began as pharmacist: "the hardest work I ever did . . . standing behind a counter all day filling prescriptions." Launched retail drug chain 1930, parlayed into surgical supply chain; sold 1961 for $1 million. Bought Kentucky Fried Chicken for $2 million from Colonel Sanders; built up; sold 1971 to Heublein Corp. for $240 million (his share $45 million). Then built Hospital Corp. of America into nation's largest manager of hospitals; now director emeritus. Also active chairman. Winners Corp. (fast food). With venture capital, real estate Tenn., Texas, Fla., numerous stockholdings, net worth believed over $150 million.

Carl Clement Landegger

George Francis Landegger

Brothers. Industrialists. Father Karl F. bought rundown paper mill in Austria late 1920s; escaped Hitler 1938 with maybe $40,000; to U.S. 1940. Bought small pulp trading firm Parsons & Whittemore; now one of world's leading builders of pulp and paper mills (66, mostly Third World and Communist countries). Also Black Clawson (paper machinery). Wholly owned by sons since father's death 1976. Carl: NYC. 54. Recently divorced, remarried; 6 children. Current patriarch; heads domestic operations. George: homes in London, Paris and Connecticut. 47. Divorced, remarried; 5 children. Handles overseas business. Carl born Vienna; George, London; both naturalized 1946. For relaxation Carl runs marathons, digs for Inca relics, tramps alone through Amazon jungle. Discovered several pre-Columbian cities, earliest New World wreck (16th-century galleon). "George is more social": i.e., plays tennis. Despite debts, joint net worth at least $300 million.

John Langeloth Loeb

Financier. NYC. 81. Married, 5 children. "Aristocrat of merchant banking." With his father founded Loeb, Rhoades, the brokerage firm, in 1931; run by John 1955-76. By then 4th-largest U.S. brokerage firm. Abandoned semiretirement 1977; merged with Hornblower, Weeks; lost money. Merged with Shearson Hayden Stone 1979, now Shearson Lehman/American Express. Some stock down, but vast portfolio, other interests, still believed to be over $150 million.

Alpheus Lee Ellis

Banking, real estate. Tarpon Springs, Fla. 78. Married, 1 daughter. Started New Year's Day 1920 as janitor in father's small Alabama bank; in banking ever since, 59 years in Fla. Bought first bank 1943. Built Ellis Banking Corp., state's 8th-largest bank holding co., $1.6 billion assets. Conservative: few commercial loans, stayed out of Florida condo loan market. Sold his 56% stake 1984 to NCNB Corp. for 4 million shares, lifetime office, limousine, chauffeur. "I told them I didn't want to come out with less than I had." With extensive real estate western Florida, other assets, his worth believed to exceed $150 million.

Nelson Doubleday Jr.

Publishing. Locust Valley, N.Y. 51. Divorced, remarried; 4 daughters by first wife, 2 stepchildren. Ancestor Abner may have invented baseball. Grandfather left Charles Scribner's Sons to cofound Doubleday & Co. 1897; father ran until death 1949. Jr. wrote Princeton thesis on paperback publishing; Doubleday pres. from 1978. Controls largest hardcover trade book publisher, bookstores, bookclubs, radio stations. Firm has 89% N.Y. (baseball) Mets. Divides attention: "I spend three times more of my time on publishing than on the Mets." Won feud with sister over going public. His 51% stake worth at least $150 million.

H. Ross Perot lost the most money in a single day: $384 million, on Apr. 22, 1970, when his EDS stock plunged 40 points. His two-day loss was $576 million. At one week it was $700 million. At one month, $1 billion.

Philip Hampson Knight

Nike, Inc. Beaverton, Ore. 46. Married, 2 sons. On $1,000 partnership with college track coach, started selling Japanese sneakers from tailgate of station wagon 1964; made $400 first year. Broke with suppliers 1972; quickly created "Nike" (Greek goddess of victory) running shoes in time for '72 Olympic marathoners to promote. Introduced quirky, highly successful "waffle-sole" 1970s; now offering gas-injected soles. Went public 1980. Knight tests new models on 15-mile jogs to work; laughs: "If a model is not a success, it's embarrassing when I walk around crippled all day." His 42% stake recently worth $150 million.

Meshulam Riklis

Rapid-American Corp. NYC. 60. Divorced, remarried (to actress Pia Zadora); 3 children by first marriage. Born in Turkey, landed U.S. 1947 from Israel as student. Became Minneapolis stock analyst, Hebrew teacher 1951. Organized investment syndicates; bought up firms (Rapid Electrotype 1955), helped finance others. Went public as Rapid-American 1957. High leverage, low earnings mid-1970s led to nickname "Meshuggener Reckless of Rancid-American." Witty; tough. Erased most of massive debt load, earnings now up. Went private 1981. "To the outside I will remain Riklis, who gets the glory and the crap." His 60% worth at least $150 million.

Frank Batten

Publishing, broadcasting. Virginia Beach, Va. 57. Married; 1 son, 2 daughters. Uncle S.L. Slover arrived Virginia 1900; sold ads; was offered half-interest in newspaper conditional on turning profit within a year. He succeeded; built Landmark. Communications (flagship: *Norfolk Virginian-Pilot/Ledger-Star*, 7 other dailies, many weeklies, 2 TV stations, etc.). Raised orphaned Frank, who took over 1954, age 27; reshaped. Began aggressive expansion 1963 with first cable franchises. Cable now one-third of nearly $300 million revenues (over 400,000 subscribers). Some debt, but Frank's 24% (52% voting stock) worth at least $150 million.

Edwin Claiborne Robins

A.H. Robins Co. Richmond, Va. 74. Married, 3 children. With mother, saved failing family drug firm 1933: used low-key, friendly touch selling to drugstores. Made Robitussin 1949; added Chap Stick 1956; later, flea collars (Sergeant's), French perfume (Parfums Caron), birth control (Dalkon Shield). Firm sold 4.6 million shields worldwide 1971-74, stopped at FDA request. Harmful effects, some fatal. Settled 6,900 cases for over $200 million (insured). U.S. District Judge: "This is corporate irresponsibility at its meanest." Suing judge for bias. Sales $563 million 1983. E.C. Jr. CEO; Sr. chairman, gave $50 million stock to U. of Richmond 1959. With family, still controls 38%, worth $150 million.

Jack N. Mandel

Joseph C. Mandel

Morton Leon Mandel

Brothers. Premier Industrial Corp. Jack: Shaker Heights, Ohio. 72. Married, no children. Joseph: Lyndhurst, Ohio. 70. Married, 2 daughters. Morton: Shaker Heights. 63. Married, 3 children. Pooled $900 to buy auto-parts shop 1940. Found dull but lucrative niche supplying quality nuts & bolts, arcane auto, electronic parts to low-volume buyers. Jack, Joseph handled marketing, sales; Mort, management. Mort's first catalog homemade: items sewed on felt. Went public 1960, grew by selective acquisition (Newark Electronics 1968); $317 million sales fiscal 1983. Now publish 800-page catalog electronic components, no felt; also industrial maintenance, firefighting equipment. Mort chairman; Jack, Joseph now directors. Active in civic affairs and various charities. Brothers share 60% Premier, plus considerable outside holdings. Worth at least $450 million.

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The Forbes Four Hundred

William Francis Farley

Leveraged buyouts. Chicago. 41. Married, 2 children. After college, sold encyclopedias, became top seller. Law degree. Joined NL Industries 1969 as acquisitions analyst; later investment banker at Lehman Brothers. Began own buyout career 1976 with $1.7 million purchase of citrus co. "Only difference now is that I've added a few zeroes." Paid $118 million—$3 million his, rest borrowed—for NL Industries' metal products division 1982. Won proxy fight 1984, took over Condec Corp. for $140 million. Wholly owned Farley Industries now $750 million annual revenues. Net worth, despite debt, believed to exceed $150 million.

Robert Shelton

Ranching. Kerrville, Tex. 48. Married, 9 children. Outvoted with half-brother Belton Kleberg Johnson *(see below)* in family succession parley 1974. Soon after departure of Belton, "Bobby" likewise sold out his 14% share in King Ranch 1978. Abandoned ranch, sprawling mansion, moved to Kerrville. "He's the biggest thing to come through Kerrville since the Guadalupe [river]." Took land, other assets instead of cash, retained 11.2% interest in oil royalties. Sued family for more. Other land in Texas, Florida, Montana. Minimum net worth: $150 million.

Belton Kleberg Johnson

Ranching. San Antonio and La Pryor, Tex. 54. Married, 3 children. Cowboy preppie, spent high school (Deerfield Academy) vacations roping calves, breaking horses. Uncle Bob Kleberg, King Ranch patriarch, adopted Belton as protégé, willed him his boots. Never got to fill them: Family chose less dominant personality as successor 1974. Belton sold his 12.5% share to family for $70 million 1976, built up own spread. Now over 100,000 acres Texas, Calif., including oil, cattle (some 15,000 head). Also majority San Antonio's Hyatt Regency; agricultural consulting firm; minor stocks. Net worth believed to be at least $150 million.

The minimum total net worth of The Forbes Four Hundred is $125 billion.

In comparison:
Total U.S. currency and coin in circulation: $175 billion.

Total assets of the nation's largest bank-holding company (Citicorp): $144 billion.

Total foreign direct investment in the U.S.: $134 billion.

Total savings accounts of individuals in U.S. commercial banks: $126 billion.

Edwin Carl Whitehead

Medical instruments. Greenwich, Conn. 65. Twice divorced, widowed, recently remarried; 3 children by first wife, 5 stepchildren. "Jack" and father founded Technicon Corp. 1939 in Bronx loft with $5,000. Father died 1967. Firm made sophisticated blood analyzers, etc. Went public 1969, Edwin briefly a paper billionaire before market slide. Sold to Revlon 1980 (traded his 84% for Revlon preferred stock, recently sold). Now various investments; active in charity. Built, endowed Whitehead Institute for Biomedical Research, Boston. Net worth still at least $150 million. "It's easier to make $100 million than to give it away."

Malcolm Austin Borg

Publishing, broadcasting, inheritance. Englewood and Spring Lake, N.J. 46. Married; 2 sons, 1 daughter. Grandfather John, wealthy Wall St. stockbroker, bought into *Bergen* (N.J.) *Record;* newspaper wholly owned by family since 1930. Malcolm spent 1960s learning business, took over 1971; finished college after second child born. Sharp on details, driven. Suffered mild heart attack age 26. Nonunion paper; 4 TV stations have high cash flow; est. revenues 1984, over $115 million. Has kept away from cable ("the bloom is off the rose"), but lately hunting for more TV. Civic-minded. With little debt, umbrella Macromedia, Inc. could fetch $250 million. His 61% worth minimum $150 million.

John Harold Johnson

Publishing. Chicago, Palm Springs. 66. Married, 1 daughter. Born Arkansas; widowed mother worked as maid and cook. To U. of Chicago part-time 1936 (never finished). Edited house magazine for black-owned insurance firm. Pawned mother's furniture for $500 to launch *Negro Digest* 1942. Now owns *Ebony, Jet,* 2 radio stations, real estate, fast-growing cosmetics line (Fashion Fair), etc. Some cable, but not bullish: "I don't want to buy the future. I want the present." Business run like large extended family; wife Eunice is sec'y-treas.; daughter Linda, 26, being groomed to lead. Tough boss: "The name of the game is to survive with honor." Net worth at least $150 million.

Fitz Eugene Dixon Jr.

Inheritance. Lafayette Hill, Pa. 61. Married, 1 son, 1 daughter. Great-grandfathers were P.A.B. Widener, streetcar magnate (d. 1915), worth $100 million; William Elkins (d. 1903) worth $30 million. Primary heir to both, through mother. Taught 16½ years at Episcopal Academy, his prep school, "the happiest days of my life." Prefers giving (medicine, education) to making money. Civic-minded; first chmn. Pa. state university system 1983. Horses, 500-acre farm, 10%

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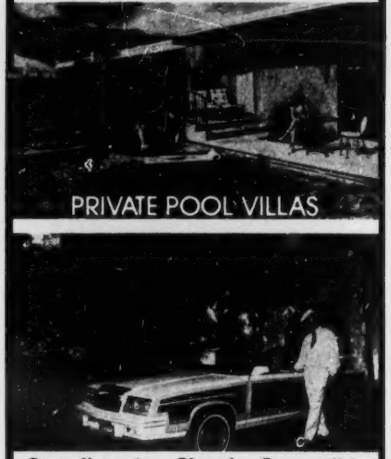

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baseball Phillies. Daughter almost made Olympics dressage (precision equestrianism) team. Minimum net worth: $150 million.

Lew R. Wasserman

MCA, Inc. Beverly Hills and Palm Springs. 71. Married, 1 daughter. Cleveland movie usher; went to work age 22 for MCA founder Jules Stein (1935). Rose quickly to top agent, president; MCA became Hollywood's hottest talent agency (over half of top stars under contract in heyday). Brought banker's mentality to town; first to plunge major studio into TV (1949); bought Universal Studios 1959. Dropped talent field 1961 when Justice Dept. forced him to choose. Hollywood's "statesman": Solves problems; knows all the players. Much unpublicized charity; rarely gives interviews. With 7.4% MCA, net worth is minimum $150 million.

Robert Hazelwood Kieckhefer

Containers, investments. Prescott, Ariz. 66. Married, 4 children. Joined family cardboard box and shipping container business 1939. Company joined Weyerhaeuser 1957 for over $200 million in stock; father got $52 million (d. 1970). Robert on Weyerhaeuser board, still holds almost 3% stock. Also heads family's investment company. Quiet, private. Breeds and races horses. Weyerhaeuser stock, as well as substantial InterNorth stock after merger with Belco Oil, other investments, worth at least $150 million.

Maurice Larry Lawrence

Real estate. San Diego, et al. 58. Twice divorced, remarried; 3 children by first wife. Family long active in Chicago ward politics. "Larry" to college on football scholarship; played briefly preseason for then-Chicago Cardinals 1948. "I didn't like it, quite frankly, and the money wasn't that good." Began developing real estate for others, then for self with, without partners; moved west in 1953. Has built over 10,000 "affordable" units (apartments, homes, housing projects), mostly S. Calif. Control of posh, historic Hotel Del Coronado from 1963. Key state Democratic leader, fundraiser. Secretive. Has foes: "Being in a 99% Republican community, it's easy to be misunderstood." With real estate, vast stock, bond portfolio, worth at least $150 million.

John Brooks Fuqua

Entrepreneur. Atlanta. 66. Married, 1 surviving son. Poor farmboy ham operator, started first Augusta radio station 1940. After series of small but fruitful business deals, J.B. started Augusta TV 1953. Since sold; profits supported conglomerating binge 1960s. Fuqua Industries (sales over $730 million) now stable after 1981 attempt to go private, takeover turmoil, mass firing, sale of major subsidiaries. Shrewd, skillful; always looking to deal; no outside hobbies, "but I'm not proud of that." Influential; well-connected; served in state gov't. With minor stake Fuqua Ind., vast stock, real estate, oil and gas portfolio, net worth believed to be $150 million or more.

Alex Gus Spanos

Real estate. Stockton, Calif. 61. Married, 4 children. Left $40/week job at father's bakery to start catering company 1956; size and success small. Four years later, sensing Calif. real estate boom, began small building firm. Now A.G. Spanos Construction, Inc., builder 46,000 apartments, developer 2.6 million sq. ft. office space, claims over $750 million revenues. Travels some 6,000 miles weekly; 2 sons, 2 sons-in-law help run firm. Golfer; raised interest in San Diego (football) Chargers to 66% in 1984. "I never begin or end a working day in the sunlight." Net worth said to be at least $150 million.

James LeVoy Sorenson

Medical devices. Salt Lake City. 63. Married, 8 children. Quit medical school for Mormon missionary work; later, successful Upjohn salesman. Moved by suffering hospital patients, began developing medical devices late 1950s. Big invention: disposable catheter for long-range chemotherapy. Started Sorenson Research 1960 to develop breakthroughs (holds over 50 patents); kept busy with lingerie firm

($4 million sales), other interests. "The more of a specialist you become, the less chance you have of becoming an entrepreneur." Sold SR to Abbott Labs for $100 million in stock 1980. Stock, land, large but low-grade oil, coal deposits believed worth $150 million or more.

Generoso Paul Pope Jr.

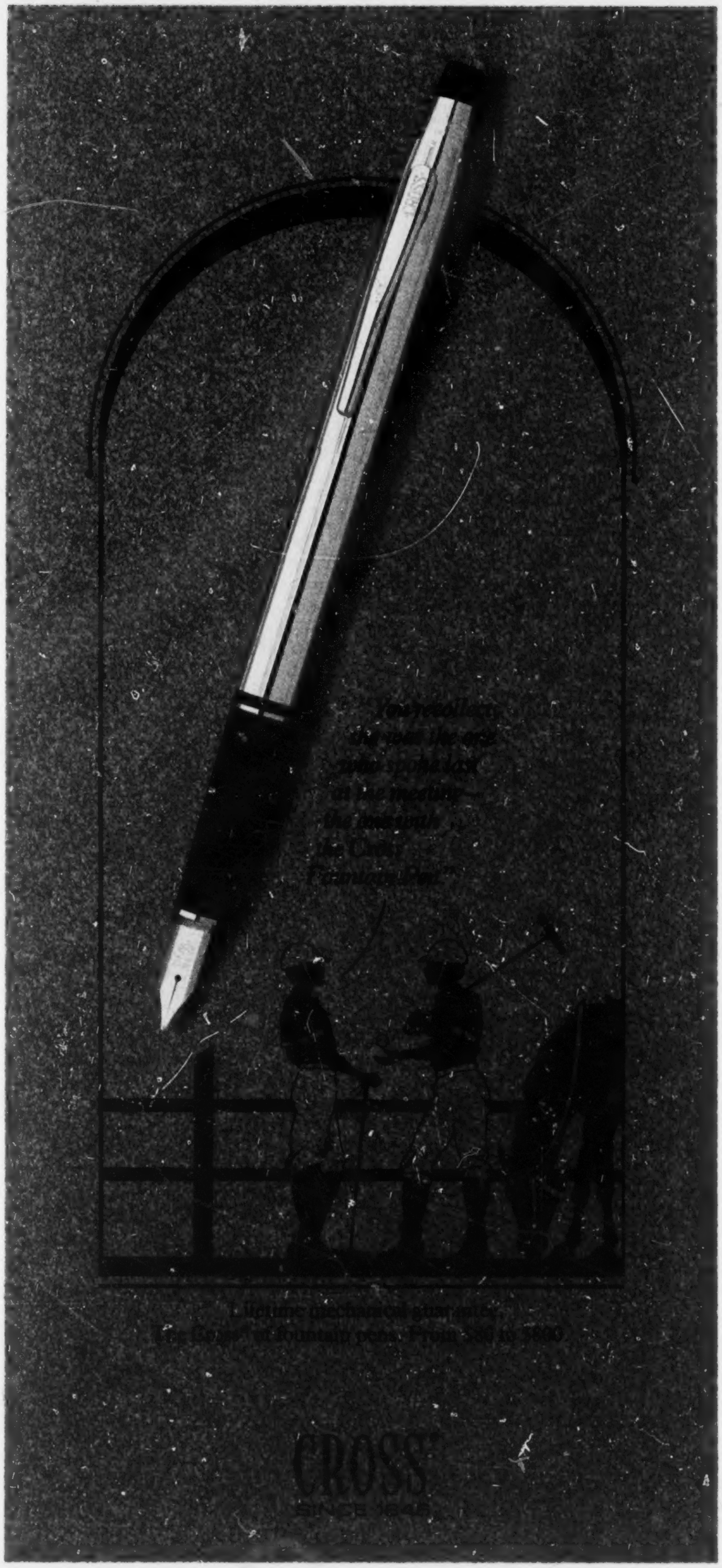
Publishing. Manalapan, Fla. 57. Widowed, divorced, remarried; 6 children. Edited father's *Il Progresso Italo-Americano*, edged out by brothers ("They decided I was going to work for them, and I told them to take a walk."); worked for CIA, quit; bought 17,000-circ. *National Enquirer* 1952 on borrowed $75,000. Beefed up, later softened, sensationalism. Circulation peaked late 1970s after big marketing blitz to supermarkets; recently 4.8 million, but profits steady (est. $9 million aftertax). Added racier *Weekly World News* 1980, circ. now 1.1 million. Still looking for TV station. Net worth: about $150 million. "I've been told I have an abnormal drive."

Yoko Ono

Inheritance. NYC. 51. Twice divorced, widowed; 1 daughter by second husband, 1 son by third. Born to banker in Tokyo, moved to Scarsdale, N.Y. 1951, attended Sarah Lawrence. Became known in avant-garde art circles, met Beatle John Lennon in London gallery 1966; married 1969. Ran his empire: music cos., copyrights, royalties, real estate, Holstein cows, etc.; he became world's richest house husband. Considers business an extension of her art (painting, poetry, recording rock music); uses astrology, tarot cards, psychics. Travels incognito with bodyguards; interviews rare. Promotes world peace in newspaper ads. Spirit Foundation helps aged, abused and orphans. Lennon slain 1980; left estimated $150 million.

James Stanley Gilmore Jr.

Investments. Kalamazoo, Mich. 58. Widowed, remarried; 5 children, 4 stepchildren. Gilmores long intermarried with Upjohns *(which see)*; city's dominant families. James worked way up through Gilmore Brothers Dept. Stores; city mayor 1959-61. Parlayed small inheritance into personal empire from 1962. Owns TV, radio stations, real



estate, farm operation, more. Miami Chevy dealership is one of largest U.S.; strong year: should top $200 million sales. Sold modest cable business, seeks big Sunbelt TV station. Civic leader; lost GOP bid for Congress 1980. Enjoys deep-sea fishing, backs race-car driver A.J. Foyt Jr. Net worth is around $150 million.

Robert Lee Vesco

Fugitive. Caribbean area. 49. Married, 5 children. Son of Chrysler assembly-line worker. High school dropout; worked as mechanic, junior engineer, traveling salesman, then tube and valve maker. In 1972, consultant for IOS, Ltd.; vanished with $224 million (SEC estimate). Invested in Panamanian and Costa Rican firms. Lived in Costa Rica, then Bahamas, now said to be living in Cuba running big drug trade. Was rumored to operate yacht with guided missiles. Stalked by creditors, lawyers, thugs, intelligence agencies of several lands. Some money retrieved, but net worth still believed at least $150 million.

Paul Block Jr.

William Block

Brothers. Publishing. Father Paul Sr. built newspaper chain from 1915; had to sell most during Depression (d. 1941). Sons both Yale grads; took over business 1941, 1946. Paul: Toledo, Ohio. 73. Divorced, widowed, remarried; 3 sons, 3 stepchildren. Operates *Toledo Blade* (circ. 165,000). Ph.D. chemistry; does lab experiments in spare time. Politically conservative. Bill: Pittsburgh. 69. Married; 2 sons, 2 daughters. Started at *Blade* 1937; operated *Pittsburgh Post-Gazette* (circ. 180,000) since 1946. Politically liberal. Jointly own both papers, a smaller one in Calif., TV stations; expanding rapidly in cable. Low debt. Estimated joint net worth: about $300 million.

Sherman Cohen

Edward Baron Cohen

Brothers. Real estate. Quit William and Mary College to be men's clothing retailers; started Westchester construction company 1954, built midrise apartment buildings. Now own, develop large commercial properties midtown NYC. Planning their first Manhattan apartment building in 15 years. Sherman, the financier, dominant brother: NYC and Greenwich, Conn. 61. Ed, construction chief: NYC and Southampton, N.Y. 64. Both married; 2 children each. Avid golfers, but Sherman is better: "He concentrates more." Joint net worth $300 million, including reported $100 million government securities, cash (Sherman: "We want to be liquid").

Clayton Wheat Williams Jr.

Oil. Midland, Tex. 52. Divorced, remarried; 5 children. "Claytie" quit as $10,000-a-year insurance salesman 1957 with $2,000 savings to begin career as oilman. Struggled through 1960s, then successive major finds. Now over $1 billion revenues; operations include six ranches, 300,000 acres. Claims to be largest individual oil producer in Texas; Midland real estate. Most flamboyant Midlander, viewed by town as outsider. "I don't mind having enemies. I just like to know who they are so we can get the fight going." Despite large bank debt, net worth may still be $150 million or more. "I'm not a billionaire yet, but it's nice to have a goal."

John Kendrick Hanson

Winnebago Industries. Forest City, Iowa. 71. Married, 3 children. Was youngest licensed embalmer in Iowa; took over father's funeral home. First trailer manufacturing venture failed; Hanson bought control, reopened 1959, added motor homes. Stock climbed 462% in 1971, made 2 dozen locals millionaires. When gas prices rose, stock fell. Hanson, retired 4 years, returned 1979, ousted son as president, cut staff, sold assets ("I came in like Wyatt Earp. I just lined 'em up and shot 'em down"). Winnebago profitable again. Hanson still works half-time; with 47% stake, worth about $150 million.

Kyupin Philip Hwang

TeleVideo Systems. Los Altos Hills, Calif. 47. Married, 2 daughters. North Korean who fled south in Korean War; now battling Apple, IBM for personal computer market. Landed U.S. 1964 with $50; washed dishes in Lake Tahoe casino to finance college; naturalized 1974; started TeleVideo 1975 in his garage; went public 1983. Fortune briefly $1 billion in 1983 high-tech stock craze. Driven; reflective: "I still have a long, long way to go to reach my goal—to work until I die." Firm now world's leading independent supplier VDTs, also makes multiuser systems. Stock has slipped, but Hwang, with 68%, still worth about $150 million.

Great Family Fortunes

Some major fortunes in the U.S. ($200 million and up) have already been so divided among heirs or family members that no individual qualifies for The Forbes Four Hundred, yet the families still show enough cohesion—in financial matters, at any rate—to be considered as entities.

Those uncovered in our research follow. The listing is extensive but not intended to be as complete as our search for the richest *individuals* in America. Think of most as the significant echoes of those who would have been members of The Forbes Four Hundred had we compiled it a few decades ago.

Family Fortunes

Belk

Charlotte, N.C. Descendants of William Henry Belk, who opened general store Monroe, N.C. 1888; and brother John, who joined him. Gave no credit; bought out, for pennies on the dollar, competitors who did give credit during hard times. Big growth period: Great Depression. About 25 family members share ownership 350 department stores in 16 southeastern states. All separate corporations, mostly shared with local owner-managers. Family known to feud: "pure Southern Gothic." Eldest son ousted as chairman 1950s, tried to thwart brother's mayoral campaign 1969. Fortune over $300 million.

Belz

Memphis. Three generations in real estate. Austrian-born Philip, 80, began buying land mid-1930s; family grew with Memphis. Rarely sell: "Land is the finest investment. God only made so much of it and is not going to make any more." Pioneered industrial park concept. Probably largest landlords Tennessee; over 750 tracts in Memphis' Shelby County alone. Motels (14 Holiday Inns), shopping centers, office bldgs., apartments, farmland; lately off-price outlet malls (all over U.S.). Two sons killed in plane crash 1963; third, Jack, 56, now runs firm with third generation. Tightly knit, religious, secretive. Family fortune believed to exceed $250 million; Jack claims less.

Brown

Louisville. Heirs of George Garvin Brown, who in 1870 founded Brown-Forman Distillers (Old Forester, Early Times, Jack Daniels). Bought out George Forman's stake 1901. During Prohibition, son Owsley peddled Old Forester as prescription drug while (legend says) secret yeast strain lay hidden from Feds in deep well. Firm built cachet by promoting heavily without cutting prices or competing for volume. Now great-grandson Lee Brown is CEO; brother Martin runs Jack Daniels division; cousin Owsley Frazier vice-chmn.; other kin to rise in firm's "planned nepotism." Bought Bolla, Cella wines 1960s, Southern Comfort 1979, Lenox Inc. (high-quality chinaware) 1983. Family's stock worth $290 million.

Buck

California, et al. Scattered descendants of Frank Henry Buck, who cofounded Belridge Oil 1911. Family received $665 million from 1979 buyout by Shell, of which San Francisco Foundation got $253 million. Eva, 87, widow of Calif. congressman Frank II (d. 1942), does charity work in Vacaville, Calif.; got largest share—some $70 million aftertax. Founder's grandchildren shared rest. Frank III: "I'm the same old guy. It's not like winning the lottery, just an investment redeployment." Combined, 6 descendants worth at least $325 million.

Cabot

Boston area. Descendants of John Cabot, immigrant merchant from island of Jersey (1700). Famed Boston "Brahmins." Prominent name since Revolutionary War (Cabots outfitted privateers to attack British ships). Current patriarch Thomas Cabot, 87: "We try to do our duty." Biggest business success: Godfrey Cabot founded Cabot Corp. predecessor 1882 to make carbon black (soot) from newly discovered natural gas. Godfrey's branch holds 40%, worth $325 million ($1.5 billion sales). Louis W. Cabot, 63, heads company, two relatives on board. Other branches influential, wealthy, but don't share this fortune.

Cargill/MacMillan

Origin: Minneapolis. Founder William W. Cargill, son of Scottish sea captain, born on Long Island, moved west, set up Cargill, Inc. 1865, quickly became leading Midwest grain trader. Across-the-street neighbor John Hugh MacMillan married his daughter 1895, became company president 1909 on Cargill's death. MacMillans remain more active in management. Run by John and John Jr. to 1960; now 4th-generation nephew Whitney MacMillan is chmn. Based near Minneapolis; one of world's biggest grain traders, revenues estimated about $30 billion. Also other foodstuffs (beef, etc.) and steel. Cargill and MacMillan families own 85%; stake worth at least $1.7 billion, of which some $1.5 billion shared equally by 3 branches *(see individual Cargills, MacMillans, Keinath, Pictet).*

Chandler

Los Angeles, et al. The dominant L.A. family; descendants of Harry Chandler, who worked at *Los Angeles Times* 1880s, married owner's daughter, gained control. Built media empire; became one of largest landowners So. Calif. Died 1944, passed Times-Mirror Co. fortune equally among 7 living children. Son Norman (d. 1973) built up company business side 1950s, 1960s. Grandson Otis, 56, made editorial side one of best in U.S. Firm owns 4 other dailies (incl. *Newsday*, *Denver Post*), 7 magazines, 7 TV stations, cable, book publisher, timber, etc. Fewer than 50 descendants share trusts (22% T-M) worth over $650 million. Excludes 2 surviving children of Harry *(see Harrison Chandler, Ruth Chandler von Platen).*

Coors

Golden, Colo. and various. Descendants of Adolph Coors, German immigrant, built small brewery 1873. Brewery is nation's largest single plant. 2 grandsons, 2 great-grandsons now run company, 5th-largest beer outfit in U.S. Bad press 1970s: antiunion, antiminority, antigay charges; boycotts (Paul Newman switched to Budweiser), but recent eastward expansion appears successful—sales up 21% over 1982. Five family members control all voting shares; over 50 own approximately 70% publicly traded nonvoting shares. Stock down; recently worth $365 million.

Heirs of Gardner Cowles

Des Moines, Minneapolis, et al. Gardner Cowles Sr. bought frail *Des Moines Register* 1903. Eliminated competition, added evening *Tribune*, built quality paper. Son John Sr. (d. 1983) followed suit with *Minneapolis Star*, from 1935. Second son Gardner (Mike) Jr., 81, did ditto with *Look* magazine until wiped out by TV. Third generation competed with one another; lost some papers, profits, unity. 1982: Tried to merge 2 family firms, failed. John Jr., 55, ousted as president; now studies agronomy at U. of Minneso-

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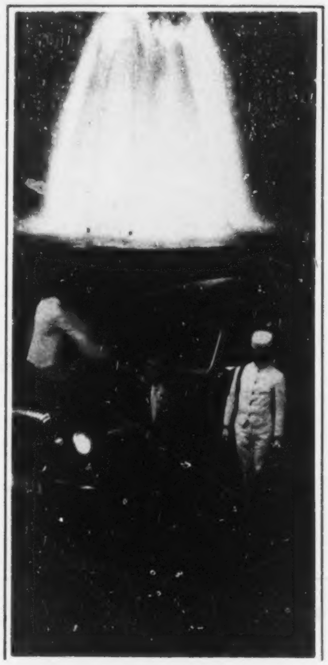

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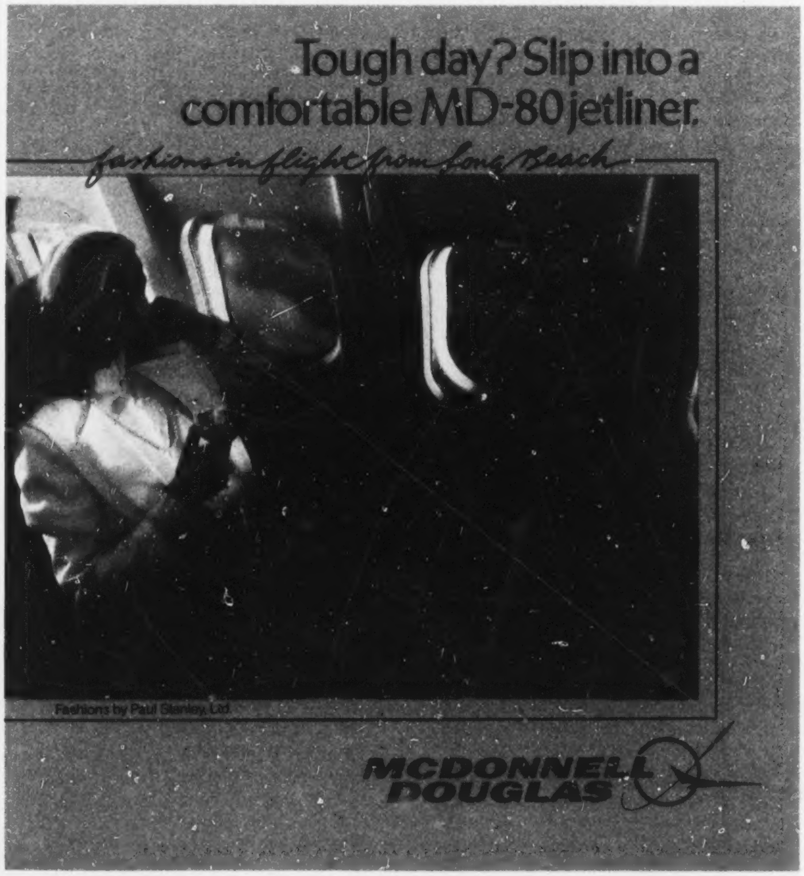
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ta. Founder's grandson David Kruidenier, 63, revamping; earnings up 1983. Today: 6 dailies, 17 weeklies, 2 TV stations, 4 radio. Cowles Broadcasting (public) just sold to Oveta Culp Hobby *(which see)*. Over 70 Cowles descendants worth minimum $375 million.

Heirs of William Cowles

Spokane. William Hutchinson Cowles, young *Chicago Tribune* reporter (father was treasurer) moved west 1891 to new Spokane paper. Sole control of *Spokesman-Review* 1894; bought rival *Chronicle* 1897. William Jr. added Spokane radio 1946, TV 1952. Grandsons: William III, 52, merged papers 1983; brother James, 50, handles vast property. Some 500,000 sq. ft. prime downtown retail space; vast timber, undeveloped land; much well hidden. Also large stake Tribune Co.; big paper mill; farmer magazines. Spokane's *éminences grises* very secretive; even bankers must speculate. Distant cousins to Gardner's heirs *(see above)*, "but try to play it down." Eight descendants (also Seattle, California); worth minimum $200 million, mostly held in trust.

Cullen

Houston. Descendants of Hugh Roy Cullen, legendary wildcatter; hit famed Tom O'Connor field early 1930s (500 million bbl.). Favored strategy: Drill abandoned dry holes deeper, find the oil. Founded Quintana Petroleum 1932. After only son was killed in oilfield accident 1936, Cullen gave away 90% of his $200 million fortune (d. 1957). Three daughters, their families built up immense oil and gas reserves again, mostly Tex., La. Two sons of estranged fourth daughter (d. 1966) suing for major share of fortune; have passive $25 million-a-year interest. Quintana now run by executive committee; no president. Son-in-law Corbin Robertson leader of family with more than 50 members. Net worth at least $2 billion.

Davis

Jacksonville, Fla. and various. Descendants of William Milton Davis, who founded Winn-Dixie Stores predecessor 1925 with $10,000. Four sons (1 deceased) built firm from 1930s, took public. Now 4th-largest supermarket chain with

1,230 outlets in 13 Sunbelt states (many in Florida). Revenues top $7 billion. Resists unionism through generous employee profit-sharing plan (some 56% hold stock). Still largely run by family, with down-home southern style and small stores (avg. 23,800 sq. ft.). James Elsworth, 77, largest Davis shareholder, recently retired chairman; his son A. Dano, 39, is CEO. Over 30 descendants share 37% Winn-Dixie. With insurance holdings, other interests, net worth is over $500 million.

Dayton

Minneapolis. Descendants of George Draper Dayton, banker with new vacant building in downtown Minneapolis 1902, bought dry goods company to have a tenant. Five grandsons, ages 59 to 70, raised on isolated 800-acre farm, taught to cooperate. Took over business (one store) 1950 and followed customers to the suburbs. Dayton's merged with Hudson's (Detroit) 1969; now $6.9 billion Dayton-Hudson chain, 5th-largest nonfood retailer (Target, Mervyns, B. Dalton). Last grandson retired 1983; no family in current management. Lately selling stock; now own roughly 15% of firm with their 16 children. With previous stock sales, reinvestments, family worth over $800 million. *(See also Alida Dayton Rockefeller.)*

de Young

San Francisco, et al. Descendants of Michael H. de Young, who started *San Francisco Chronicle* 1865 with brother Charles. Paper "entertained" public with local scandals, Wild West shoot-outs, mudslinging. Charles shot dead in office 1880 by angry reader. M.H. assumed editorial functions; years later different reader tried to shoot him. De Youngs long feuding with rival Hearsts *(which see)*; now publish joint Sunday edition to save costs. Great-grandson Richard T. Thieriot, 42, family head, publisher from 1977; more mild-mannered than ancestors. Firm owns smaller paper (Ill.), TV stations (incl. KRON-San Francisco), real estate, cable. Fewer than 30 descendants, none with de Young surname, share over $400 million.

Dikeou

Denver; Orlando, Fla. Pronounced D-Q. Father Panayes (Pete; d. 1977) emigrated from Greece 1921, wholesaled popcorn, built candy and tobacco distribution company with brother. At one time owned most vending machines in Denver. Switched to more profitable real estate 1940s. Established family strategy: Buy small parcels well-situated downtown; hold for long run; be last holdouts in land-assemblage deals. Sons John, George and Deno own some 50 parcels (15-plus acres) heavily speckling downtown Denver; building their first skyscraper. With Florida shopping centers, bank, net worth estimated at $250 million.

Disney

Los Angeles area. Heirs of Walter Elias Disney, genius cartoonist who struggled as paperboy, mail sorter, ambulance driver. With brother Roy O. (the business half), borrowed enough to launch Hollywood studio 1923. Conceived Mickey Mouse 1928: "a nice fellow who never does anybody any harm." Walt Disney Productions (films, cartoons, theme parks, etc.) now a world institution. Walt died 1966; widow Lillian, daughters Sharon Lund, Diane Miller (wife of CEO Ron) and 10 grandchildren believed to hold at least 10% of firm, worth over $200 million. *(See also Roy E. Disney.)*

Donnelley

Origin: Chicago. Scattered descendants of Richard R. Donnelley, saddlemaker's apprentice in Canada who ran away to set up print shop Chicago 1864. Rebuilt after Great Fire 1871 by family into R.R. Donnelley & Sons, now largest U.S. printer (for *Time, Newsweek, World Book Encyclopedia*, et al.); 1983 revenues: $1.5 billion. Family still owns 21%. Also Reuben H. Donnelley Co., one of largest publishers of Yellow Pages, sold to Dun & Bradstreet 1961 for $80 million stock. Gaylord, 74, retired chairman and last of third generation, has largest single fortune *(see p. 192)*. All told, some 75 descendants worth at least $650 million.

du Pont

Delaware and various. Descendants of original Pierre Samuel du Pont de Nemours (1739-1817), who made his 2 sons swear over their mother's grave: Remain united forever. Then immigrated with them to America 1800. After 8 generations, with 6 major branches, over 1,700 living members, bond near disintegration. Family still controls about 20% E.I. Du Pont de Nemours & Co., 7% General Motors, others, through Wilmington Trust, Delaware Trust or directly. Family's traditional calling day (New Year's) in Delaware "château country" now requires name tags to identify male relations giving flowers or candy to female relations. Total net worth of all du Ponts: over $10 billion. (Includes 20 family members listed individually, the Laird family and the heirs of Pierre Samuel du Pont.)

Heirs of Pierre Samuel du Pont

Delaware area. The numerous descendants of Pierre Samuel du Pont's (1870-1954) 8 brothers and sisters. Orphaned early, Pierre acted as paterfamilias. Split with other du Pont branches over sale of family explosives company; arranged leveraged buyout with 2 cousins 1902; later bought out one cousin, split with other, took control of E.I. Du Pont de Nemours & Co. 1915. Profited enormously from WWI (sold 45% of explosives used by Allies). Financed, helped engineer turnaround of General Motors 1920s for approximately 23% of stock. Similarly, later, U.S. Rubber. Childless; divided wealth among brothers and sisters, now all deceased; their descendants are today worth at least $9 billion (included in du Pont total above).

Entenmann

Long Island, N.Y. William Entenmann Sr. opened mom-and-pop bakery in Brooklyn 1898. Delivered door-to-door, switched to wholesaling after WWII. By 1978: 14-acre Bay Shore, N.Y. plant; smaller Fla. plant; 500 trucks; public firm run by daughter-in-law Martha, her 3 sons (William Jr. died 1951). Main secret: 45% to 50% of sales dollar into high-quality ingredients. Sold 1978 to Warner-Lambert (since resold to General Foods); family's share was $194 million. "Mrs. E.," 79, retired, but sons William and Robert still active (son Charles makes polystyrofoam in Miami). Diversified holdings, much in trust, worth at least $200 million.

Firestone

Origin: Akron. Descendants of Harvey Firestone, who in 1900 founded the Firestone Tire & Rubber Co. Delivered first tires to Ford Motor Co. 1906, the start of a friendship (Henry Ford) as well as fortune: Ford was biggest customer. With Pres. Hoover's help, broke British rubber cartel (had hiked price 885% 1920s) with Liberian rubber plantations. Died 1938. His 5 sons (2 survive) ran firm; 4 elected most likely to succeed at Princeton, 5th lost out to a Rockefeller. Harvey Jr. chairman 1946-63 (d. 1973); Raymond 1966-76. Family still owns some 13%. More than 40 descendants (and attorney for unborn heirs) now fighting over $100 million trust. With other trusts, real estate, etc., net worth believed to exceed $200 million despite 1980's fall in Firestone stock.

Fisher (Detroit)

Detroit area; Palm Beach. Seven Fisher brothers left father's Ohio carriage shop to make car bodies in Detroit early 1900s. Fisher Body soon world's leading supplier; pioneered enclosed sedans for year-round use. Sold 60% to General Motors 1919 for $28 million cash; rest for $208 million stock 1926. Lost much in Depression; brothers left key GM spots by 1944. "Body By Fisher" household term; 1984 plan dismembers Fisher division. Founders, all but one widow deceased. Family holding company dissolved 1963; wealth hidden, diversified, most in trusts; shared by 250 descendants, roughly 50 in control. Most visible: Charles III, chairman NBD Bancorp. Total family fortune believed to exceed $300 million.

Fisher (Seattle)

Seattle & environs. Oliver David Fisher, age 10, balanced cash at father's Missouri bank 1885. Moved west with father, 4 brothers; started Seattle lumber firm 1906 to profit from San Francisco earthquake; merged with Weyerhaeuser 1948. With family, others, bought Seattle bank; organized Fisher Flouring Mills 1910; helped found Safeco; radio station 1926; leading area capitalist (d. 1967). Grandson Donald Graham Jr., 61, in charge: 2 TV stations (worth $200 million); radio; flour mill; Seattle real estate; Safeco, Weyerhaeuser stock. Long-term investors; known for "never selling." Avoid attention. Handful control umbrella firm, but some 60 scattered heirs share minimum $275 million.

Garvey

Wichita, et al. Ray Hugh Garvey (d. 1959 car crash) bought half of tiny Kendall Land Co. 1917 for $500 earned from Topeka paper route. Ended partnership early 1920s with 12,500 farmable acres. Bought small gas station chain 1924. During Depression, acquired banks, foreclosed farms. Added oil, grain, real estate, etc. Empire split among 4 children, run as distinct entities by Willard, 64; James, 61; Olivia Lincoln, 58; Ruth Fink, 67. Widow Olive, 91, pillar of Wichita, runs one of state's largest foundations. Family holdings immense: oil and gas, minerals, ranches, farms, grain trading, flour, convenience stores, railcars, shopping centers, nursing homes, office buildings, etc.; worth minimum $500 million.

Gund

Origin: Cleveland. 6 children of George Gund Jr. (d. 1966). He liquidated family brewing company in Prohibition; bought Kaffee Hag (decaffeinated coffee firm) 1919, sold to Kellogg's 1927—now Sanka at General Foods. Bought Cleveland real estate, undervalued securities in Depression. President of Cleveland Trust 1941. Tightfisted. Son Gordon: "We did not know the extent of our wealth until his death." Four sons, 2 daughters include George III, Sun Valley, Idaho financier; Gordon, Princeton, N.J. venture capitalist; Graham, Boston architect, developer. George and Gordon own Cleveland (basketball) Cavaliers, Minnesota (hockey) North Stars, arenas. With Kellogg's, bank stock, family worth well over $300 million.

Haas

San Francisco. Levi Strauss, drawn from Bavaria by Calif. gold rush, offered patented blue jeans 1873; prospered. Walter Haas Sr. married grandniece, ran firm 1928-70. By 1956, sales $30 million, an American institution. Now Levi Strauss & Co. over $2.7 billion sales,

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world's largest apparel manufacturer: one-fifth U.S. jean market. Original double-X-waist overall from 1853 still major seller. Expanding: designer Perry Ellis label, "official" 1984 Olympic outfitter. Family still runs firm. Walter Jr.: "Usually the fourth generation spends its time on sports cars and jet planes. We haven't." Exception: Walter's Oakland (baseball) A's. With nearly 44% Levi Strauss, descendants worth over $400 million.

Harrah

Origin: Reno. William Fisk Harrah ran bingo parlor Venice, Calif. with father 1930s, then Reno 1937; both closed. Bought his first casino in Reno 1946; expanded to Lake Tahoe 1955, pioneered year-round gaming. Bused customers from San Francisco, L.A. Married 6 times (twice to 1st wife). After death (1978), Harrah's sold to Holiday Inns for $300 million. Half of estate in trust for last wife, Verna Harrah Levin, 40, former Harrah's cocktail waitress now remarried to Sun Valley, Idaho doctor. Other half in trust for Harrah's 2 adopted teenage sons from 1st marriage. Value of trusts, Holiday Inns stock, other assets, over $200 million.

Grandchildren of William Randolph Hearst

California, NYC area, et al. Media mogul William Randolph Hearst (1863-1951) had 5 sons; 3 survive *(which see)*. Son John Randolph Sr. d. 1958, leaving 2 sons, 2 daughters by 2 marriages, incl. John Jr., 51, who is active in Hearst Corp., and William II, who lives under assumed name on West Coast. These 4 share 20% of $1.3 billion Hearst trust. Another 20% held by twin children of WRH son George Sr. (d. 1972): George Jr., 57, who ran Los Angeles *Herald-Examiner* 1962-77, then moved to overseeing real estate. Also Phoebe (Mrs. Amory "Jack" Cooke), 57. With husband, led fight to gain control Hearst Corp. from foundations 1974; now a company director.

Hillenbrand

Batesville, Ind., et al. John Hillenbrand, German immigrant woodworker, settled in well-forested southeast Ind. Founded lumber co. 1884, sold early 1900s to specialize in casketmaking; pioneered tight-seal mechanism. Sons added motley lineup: hospital furniture business 1928, American Tourister 1978, Medeco Security Locks 1984. Still leader in caskets (20% to 30% of corpse market), electric hospital beds, high-security locks. 1983 sales $430 million. Founder's son, Daniel, 60, grandson W. August, 43, head firm. Grandson John lost bid for governor 1980. Over 100 relatives share 63% Hillenbrand Industries, worth $240 million.

Hoiles

Santa Ana and Marysville, Calif., et al. Two surviving children (of 4) and 10 grandchildren of Raymond C. Hoiles (1878-1970), founder Freedom Newspapers, Inc. Doctrinaire libertarians: opposed to government services, taxation, labor unions, drug laws, etc. Now 29 papers in 11 states (total circ. over 900,000), plus 4 TV stations. Flagship property still *Santa Ana Register*, from 1935. Founder's son Harry, 68, recently booted from management. Sued 2 other branches in attempt to dissolve assets and distribute. "I'm sure my father would have been on my side." Outcome pending. With minimal debt, fortune is at least $450 million.

Horvitz

Cleveland area; Hollywood, Fla. Three sons and grandchildren of Samuel A. Horvitz, self-made entrepreneur (8th-grade education) who built 3 substantial businesses. Died 1956; trust owns: 5 newspapers, plus cable for 95,000 subscribers (run by son Harry, 64); Cleveland construction firm (Leonard, 61); Florida coast real estate (William, 57). Sold 55 oceanfront acres 1984 for $42 million. Family feud; 1979 lawsuit; in 1982 Harry's 3 children charged trustees with mismanagement. Sons alienated; Harry: "The relationship is strained, but livable." With minor debt, family worth minimum $250 million.

Houghton

Corning, N.Y. Amory Houghton moved small Mass. glassware company to Corning, N.Y. 1868, renamed Corning Glass Works. Produced first bulbs for Thomas Edison 1879; maker innovative glass products ever since: TV tubes, fiberglass with Owens-Illinois, silicones with Dow Chemical; recently fiber optics. Also elegant Steuben glass. Fourth generation Amory, d. 1981, chairman 1941-61, ambassador to France 1957-61. His son Amory Jr., 58, just retired as chairman. Cousin Arthur thought to own largest single stake. Family controls 6.3 million shares Corning Glass worth $400 million.

Kenan

Durham, N.C., Atlanta. Inheritance, real estate. Heirs of Mary Lily Kenan Flagler Bingham (d. 1917), third and surviving wife of Henry Morrison Flagler (d. 1913), Rockefeller partner, developer of Fla. railroad, hotels. Two nephews by marriage of Mary's sister received part of fortune: James Kenan, 74, retired Atlanta attorney; Frank, 72, chairman Flagler Systems (shared with James). Own landmark Breakers Hotel in Palm Beach, other Fla. real estate. Frank also 2 trucking cos., oil, real estate in North Carolina—all begun before inheritance. "I like to do it myself." Brothers' holdings worth at least $200 million.

Kennedy

Origin: Boston. Joseph P. Kennedy bank president at 25, then Wall St. speculator, later ambassador to England. Sold major stocks year before Crash, then shorted for huge gains. After WWII plowed millions into real estate, oil, stocks (d. 1969). Trusts held by widow Rose, 94, and 5 of 9 children, including Senator Edward (President John F., Senator Robert F., Joseph Jr. and Kathleen dead). Also 28 grandchildren, 7 great-grandchildren. Most holdings managed from family's Park Agency Inc. (NYC). Key asset: Merchandise Mart (Chicago). Heirs secretive, heavily watched. Since assassinations, many troubled with legacy: RFK Jr. sentenced for heroin possession March 1984; month later, drugs killed brother David. Minimum net worth $450 million.

Kirby

Origin: Wilkes-Barre, Pa. Onetime bookkeeper Fred M. Kirby (d. 1940) built chain of 96 variety stores;

merged with F.W. Woolworth 1912. Family retains some stock. Son Allan diversified. Backed investor Robert Young in takeover of troubled Alleghany Corp. 1937. After Young's suicide 1958, Kirby emerged from seclusion to run firm. Battled, beat Murchisons *(see Clint)* in 1961-64 proxy fight. Died 1973; his 4 children (Fred M. II patriarch) control firm. Sold subsidiary, IDS, to American Express 1984 for $780 million. With Woolworth, Alleghany, other shares, net worth must exceed $200 million.

Kleberg

King Ranch, Tex. Richard King, Rio Grande steamboat captain, bought Spanish land grants in south Texas 1850s. Robert Kleberg beat him in a lawsuit, then married his daughter. Bob Jr. (d. 1974) gave drilling rights to oil companies 1930s to raise cash. Now 825,000-acre King Ranch; cattle and oil. Annual oil royalties $100 million 1979. Cattle income much less, but Klebergs grow up cowboys, not oilmen. Bob Jr.: "Cattle raising is our business, and it will be our business long after the oil is gone." Developed Santa Gertrudis breed, first cattle native to Western World. Some 60 heirs own, operate; worth over $750 million, excluding R. Shelton and B.K. Johnson *(which see)*.

Laird

Delaware. 5 children and their descendants of Mary Alletta du Pont (d. 1938) and William Winder Laird (d. 1927). Children shared in 1940s distribution of wealth by uncle Pierre Samuel du Pont *(see du Pont family)*. Combined fortune probably exceeds $400 million.

Lilly

Indianapolis, et al. After Civil War, Col. Eli Lilly found work at drugstore, opened chemist's shop downtown Indianapolis 1876 with $1,400. Son Josiah K. Sr., grandsons Eli, J.K. Jr. helped build Eli Lilly and Co. into major drugmaker, over $3 billion sales 1983. Stressed employee relations: "Lilly's doesn't hire you; it adopts you." R&D leader: helped develop first commercial insulin for diabetes 1920s, Salk's polio vaccine 1950s. Many lawsuits, FTC and FDA probes 1970s over DES, Darvon, but pulling through. Heirs very private, charitable: Lilly Endowment (18% of firm) has over $750 million. Two great-grandchildren, up to 10 others, held 10% as late as 1976. If still held, shares worth more than $400 million.

Lykes

Origin: Florida. Descendants of Dr. Howell Tyson Lykes; settled in Florida 1870s, bought land, made fortune raising and shipping cattle to Cuba. To Tampa 1895, branched out with 8 children to other regions, shipping; died 1906. Later family invested in insurance, banks, real estate, citrus; steel 1960s (Lykes Corp. merged with LTV Corp. 1978). Steamship line bought back by family 1982; run from New Orleans. Today own 400,000 acres Florida, including 75% of Glades County; 240,000 Texas. Cuban acreage lost in Castro takeover. Over 200 family members meet annually in Tampa, quietly govern empire worth more than $1.1 billion, not equally divided. Observer: "There are some rich Lykes and some poor Lykes. I'd like to be a poor one."

Mack

NYC and Great Neck, N.Y. Russian immigrant Philip Mack began construction/demolition company at turn of century. Son, H. Bert, with 3 of his 4 sons, created new integrated Mack Co. 1964. Plans, builds, manages property mostly in suburban N.J., Long Island, Tampa. Built N.J. Meadowlands industrial sites 1960s; office developments 1970s (tenants include AT&T, IBM, Xerox). Has 85% equity in 4.5 million sq. ft. office space, 10 million sq. ft. industrial. Planning mixed-use projects; lost bid 1984 to move Minnesota (baseball) Twins to Tampa. Family net worth at least $200 million.

Marriott

Washington, D.C. John (J.) Willard Marriott, poor Mormon, raised sheep, put self through college selling woolen underwear. With wife Alice opened D.C. root beer stand 1927; added Mexican food: She cooked, he served. Grew into Hot Shoppes chain. First hotel 1957. Still chmn. at 84, Alice still v.p.; 2 sons run firm. J. Willard Jr. pres. in 1964, CEO 1972; took Marriott national. Moved into fast food (Roy Rogers), cruise ships, airline catering; amusement parks (divested 1984). Richard handles restaurants. Over $3 billion sales (half from 135 hotels). N.Y. Marriott Marquis (Times Square), firm's biggest yet, due 1985. Family's 22% stake Marriott Corp. worth $430 million.

Mayer

Madison, Wis., et al. Original Oscar Mayer emigrated from Bavaria 1873 at 14; opened sausage shop 1883 in Chicago. Marketing coup: Son Oscar G. conceived first brand-name hot dog 1930s; traded on premium quality, image, price. Oscar G.: "People contended that the wiener didn't merit that kind of treatment. But it did." Sales $1.8 billion 1980, mostly from processed meats. Long ardent family operation, 7 Mayers once on board together; Oscar G. Jr., 70, was CEO 1966-73. Sold to General Foods 1981; family's stake was 47%. Some 300 descendants, in-laws share fortune exceeding $200 million.

McClatchy

Sacramento, Calif., et al. Irish immigrant James McClatchy, hired as reporter for new *Sacramento Bee* 1857; eventually bought by family. Today McClatchy Newspapers owns 2 other *Bees* (Fresno, Modesto), plus 7 smaller papers (total circulation over 500,000); also radio stations, cable. Granddaughter Eleanor took over 1936; used papers to champion liberal causes, became one of West's most powerful women (d. 1980). Her nephews Charles Kenny and James (57, 63) now in charge. Bought ailing *Anchorage Daily News* 1979; still in red. Sold TV stations; expanding cable. C.K. controls; fewer than 15 family members share ownership of firm worth minimum $325 million.

McDonnell

St. Louis. Family of James S. McDonnell Jr. (Mr. Mac), who quit as Glenn L. Miller Co. engineer to found McDonnell Aircraft Corp. 1939. Introduced Phantom 1946; first U.S. jet to take off and land on aircraft carrier. Company bloomed with post-WWII jet fighters. Merged with Douglas Aircraft 1967, now McDonnell Douglas Corp., nation's second-largest defense contractor and commercial aircraftmaker ($8.1 billion sales). James died 1980; firm now run by 2 sons, nephew; diversifying into computer services. Family controls 15% of firm. Excluding foundations, net worth over $230 million.

McGraw

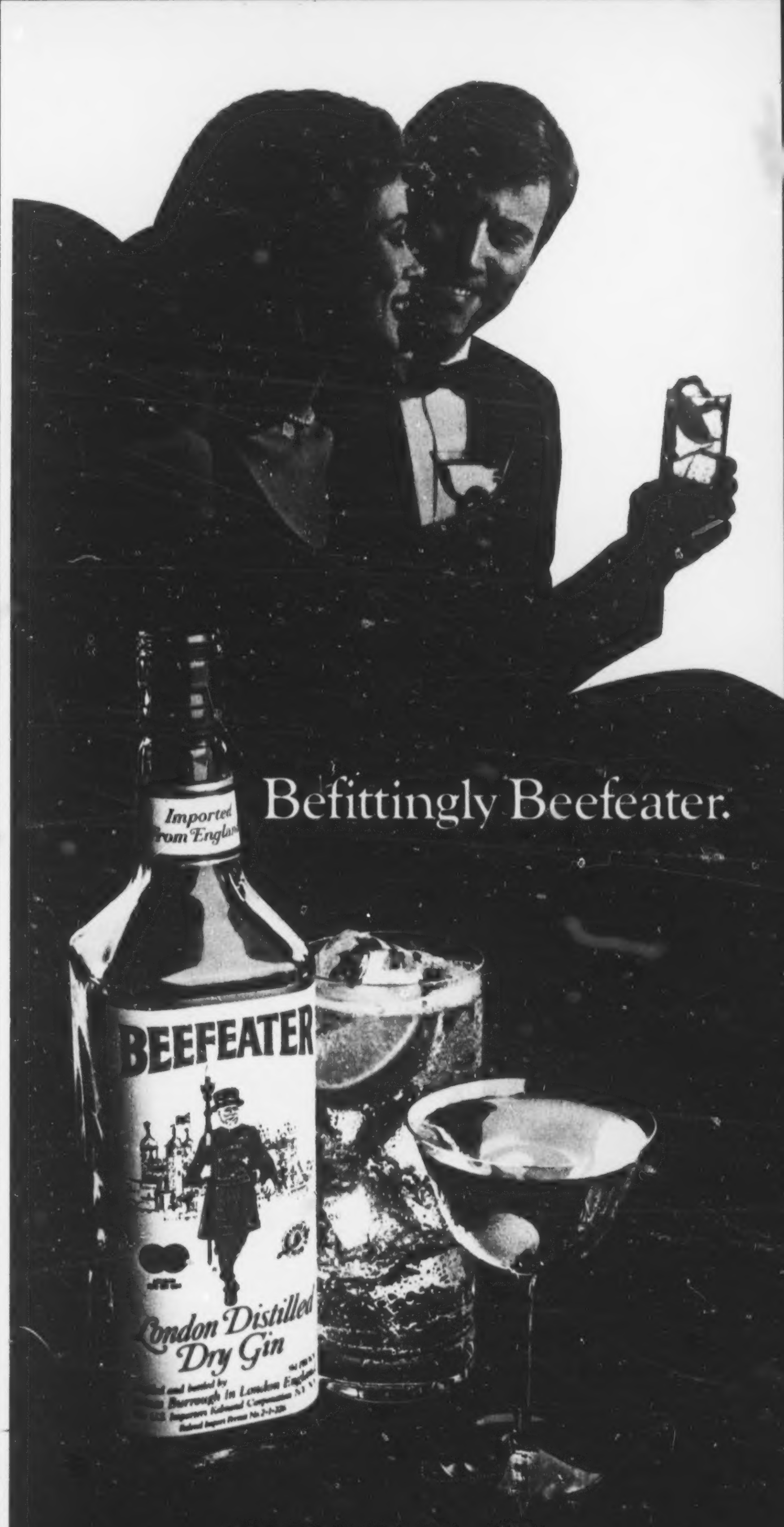
NYC area, et al. Three generations have controlled McGraw-Hill, Inc. since James H. McGraw Sr. got piece of magazine 1880s in lieu of unpaid subscription commissions. *American Journal of Railway Appliances* launched 1882. Now 62 publications (e.g., *Engineering News-Record*), 13 news services, 4 TV stations. Also Standard & Poor's, huge book division, information systems, etc. Revenues $1.3 billion. Current patriarch and chairman Harold Jr., 66; led successful fight against American Express takeover bid 1979. "They thought this was a family company with golf clubs behind the door." About 30 scattered descendants share roughly 20%, worth $475 million.

Moody

Galveston, Tex. Descendants of William Lewis Moody Jr. (1865-1954), cotton broker, founded American National Insurance Co. 1905; 1907 law forcing out non-Texan insurers vast bonanza; 1983 assets $3.4 billion. Built banking, ranching, hotel, etc. empire. (In Depression, Conrad Hilton sold out to Moody under gentleman's agreement, bought back for same price after.) For years dominated Galveston: "The city ought to be named Moodyville." Family long split, recently reconciled. Now 3 principal members control over 70% ANI, Moody National Bank, etc. Net worth well over $350 million.

Mott

Flint, Mich., et al. Widow and descendants of Charles Stewart Mott, who in 1909 sold 49% of wheel and axle manufacturer Weston-Mott Co. to fledgling GM; sold rest 1912; paid entirely in stock. As v.p. ran Detroit end of GM 1917-37. Also chmn. U.S. Sugar Corp. Three-time mayor Flint ("the town that Mott built"). Fourth wife and widow Ruth Rawlings, 83, a distant cous-



in. Also 6 children, last sired age 67 (5 survive). Died 1973; much family wealth managed by son Harding from Mott Family Office (MFO) in Flint. Son Stewart black sheep: "a professional philanthropist;" gives to birth control, peace groups. Family's stakes in GM, U.S. Sugar (including sales), Continental Water alone worth over $300 million.

Nordstrom

Seattle. John W. Nordstrom, Swedish immigrant 1888, with $5. Went west as logger and miner, made $13,000 in 1896 Klondike Gold Rush. Opened Wallin and Nordstrom Shoes, Seattle, 1901. Bought out Wallin 1929, turned over to 3 sons 1930. Became largest independent U.S. shoe chain 1963; diversified; went public 1973. Third generation runs 38 stores, a leading specialty apparel retailer (sales over $780 million). Employees all begin on sales floor, incl. family. Grandson Bruce: "There's nothing special about what we do. When the customer talks, we jump." Also 51% Seattle (football) Seahawks. Some 25 relatives share 47% of Nordstrom, Inc., worth $250 million.

O'Connor

Victoria, Tex. Descendants of Thomas O'Connor (d. 1887), who built 500,000-acre, 100,000-head ranching empire in south Texas. Family land holdings include part of Tom O'Connor oilfield, one of most productive in Texas. Numerous descendants still hold empire. Among most private people in state. Family branched into banking (Victoria Bankshares) to have a place to deposit their own money. Great-great-grandson and current patriarch Dennis O'Connor, recently bank chairman, is family leader. Minimum net worth: $750 million.

Ordway

Origin: St. Paul. Minnesota Mining & Manufacturing Co. (3M). Legend: in late 1904, 2 shares = 1 shot cheap whiskey. Lucius P. Ordway, plumbing supply executive, induced to pay 3M's debts 1905, build sandpaper factory. Sunk over $200,000 until 1912 when William McKnight *(see Virginia McKnight Binger)* began upgrading product. First dividend paid 1916. Now $7 billion (sales) industrial giant; maker adhesives, abrasives, office equipment, etc. Grandson John G. Ordway Jr. last family connection (director). Ordway trust (7% of 3M) worth $400 million when distributed 1979 to over 50 descendants.

Pew

Origin: Philadelphia. Joseph Newton Pew Sr. founded Sun Oil Co. 1886; developed early techniques to capture natural gas, pipe it; bought big into legendary Spindletop, Tex. oil strike 1901; died 1912, at his desk. Son J. Howard president 1912-47, last Pew to run firm, came back as chairman 1963-69. Family now far-flung. Great-grandson Andy, 48, president of Sun subsidiary, last Pew in management: "The idea [that the Pews are] some sort of monolith with family meetings is out of storybooks." Over 200 members share some 6% Sun Co., worth $350 million. Does not count $1.8 billion in 7 foundations that vote another 25% Sun Co.

Phipps

Origin: Pittsburgh. Steel pioneer Henry Phipps (1839-1930), Philadelphia cobbler's son, as a child moved to Allegheny, Pa.; neighbor: Andrew Carnegie. When Carnegie sold out to J.P. Morgan 1901, Phipps got $50 million; took stock while Carnegie took bonds. Set up Bessemer Trust 1907, split among 5 children. Now in 5th generation, some 200 members, many New York and Florida; long divided over management of trusts. Family member: "I'm rich because I'm a Phipps, and I suppose if I become poor, it'll be because I'm a Phipps." Vast holdings in securities, real estate, shipping, oil and gas worth over $1.2 billion, excluding stakes of Howard Phipps Jr. and Anne Phipps Sidamon-Eristoff *(which see)*.

Pigott

Seattle. William Pigott Sr. made railcars, equipment for logging industry 1905; formed Pacific Car & Foundry. Sold 1924; sons Paul, William rebought 1934. Built tanks, tugs WWII, then heavy-duty trucks: Kenworth, Peterbilt lines, "the Rolls-Royces of trucking." Now $1.4 billion (sales) PACCAR Inc., 2nd-largest truckmaker with some 20% U.S. market; 15 factories in 5 countries. Dart Truck line sold 1984 to Texas' Davis brothers *(which see)*. Suffers least from recession: all trucks custom built, high quality, high price. Paul's son Charles, 55, is pres.; fewer than 25 Pigotts believed to own at least a third PACCAR. With real estate, lumber prod., timberlands, family's net worth exceeds $300 million.

Pitcairn

Bryn Athyn, Pa., et al. John Pitcairn, devout Scottish immigrant, former telegrapher from Pennsylvania RR, founded glassmaking plant beside Allegheny River 1883. Squabble between partners yielded 2 companies, Pitcairn's PPG Industries and rival Libbey-Owens-Ford. John began adding chemicals, died 1916. Heirs kept equity interest (now 14% stock) in firm, hired others to manage. John helped found Swedenborgian church in Bryn Athyn, son Raymond designed cathedral. Today, 18 grandchildren, 234 other descendants share in family holding firm, Pitcairn Co., worth at least $500 million.

Pulitzer

St. Louis and scattered. Joseph Pulitzer (1847-1911), poor Hungarian immigrant, sometime politician, bought bankrupt *Post-Dispatch* 1878, stressed muckraking: "The crusade was simply the Pulitzer personality in print." Bought *New York World*; became leading U.S. paper, now defunct. With W.R. Hearst, put "yellow journalism" in the language with the Spanish-American War. Founded first journalism grad school, Columbia 1903; also Pulitzer Prize. Company (2 papers, 1 radio station, 7 TV) now run by grandson Joseph Jr., 71. Grandson Peter, 54, recently shook Palm Beach with mucky divorce. Heirs worth minimum $450 million.

Reed

Seattle, et al. Descendants of Sol G. Simpson, who cofounded Simpson Timber predecessor 1890. Was "sleepy lumber co." until after WWII, when grandson William Reed Sr., now 76, began aggressive expansion; added papermaking 1951. Now in fourth generation;

still tightly held (over 90%); run by William Jr., 45. Firm emerged 1980 as "mystery buyer" of nearly 9% Diamond Int'l; sold 1981 for gain. Books show $18 million net profit on $760 million revenues 1983, but timber values understated. Believed to hold at least 150,000 acres redwood, 250,000 other in U.S., Canada. Fewer than 30 descendants share fortune worth well above $300 million. Recently bought out handful of nonfamily shareholders.

Resnick

NYC and Rye, N.Y. Jack, 77, started as small Bronx builder 1928, moved to Manhattan 1950s; bought, held properties. Still runs company; active Jewish charities. Son Burton, 47, is chief operating officer Jack Resnick & Sons, Inc. Own 5 million sq. ft. NYC office space, plus thousands of apartments. Recently completed new Prudential-Bache building at South Street Seaport. Built, sold Florida condos since 1968. Equity easily exceeds $350 million, but have partners, principally Belfers *(see Arthur)*. Share net worth over $250 million. Denied by them.

Richardson

N. Carolina, Connecticut, et al. Lunsford Richardson sank life savings ($8,000) into small Greensboro, N.C. pharmacy, sold 1907 to finance creation: Vicks Vaporub. "I had a vision. I dreamed dreams of a worldwide business." Son H. Smith Sr. (d. 1972) principal builder Vicks Chemical; soared in post-WWI flu epidemic; went public 1925. As Richardson-Merrell Inc. (Cepacol, Bendectin), sold to Dow Chemical 1981; family got $80 million stock, created Richardson-Vicks (Clearasil, NyQuil). Wealth in 5 branches, some 150 members, 5 at business core. Despite vast almsgiving by H. Smith wing, own over 20% R-V, 50% Piedmont Management, other stocks, real estate, worth minimum $250 million.

Heirs of William Rockefeller

Greenwich, Conn., NYC and various. William Rockefeller (1841-1922), genial brother of John D. and cofounder of Standard Oil, ran Standard of N.Y. (now Mobil) until Supreme Court dissolution 1911; owned roughly 12.5% of "Trust," plus much RR, utility stock. Two sons married daughters of James Stillman, head of National City Bank of N.Y. (now Citicorp and family's H.Q.). Two daughters married into other fortunes: McAlpin, Dodge. Still much Greenwich land; stocks (mostly energy-related) conservatively managed, highly decentralized; some directed from family's Indian Rock Corp. (NYC) by great-grandson Andrew Carnegie Rockefeller, 55. Over 75 heirs share over $300 million, most in trusts. Fortune not keeping pace with family growth. Andrew: "They seem to be multiplying pretty fast." *(See also many descendants of John D.)*

Rose

NYC. Rose Associates one of NYC's oldest, largest investment builders of apartments. David, 93, began in Bronx 1920s, later switched to more profitable Manhattan. Now 3 nephews, all brothers and Yale grads, in charge. Chairman Frederick handles construction; President Daniel handles planning, while Elihu manages. Own and/or manage vast residential/commercial properties Manhattan, Boston, Washington, D.C., etc.; many with institutional partners. Keep low profile, well-respected. "They're not flamboyant, they're responsible." Deny having substantial equity base in own properties, but knowledgeable peers say otherwise. Estimated net worth well over $200 million.

Rosenwald

Philadelphia area, NYC, et al. Julius Rosenwald, mail-order sales pioneer, bought out Alvah Roebuck (1895) and Richard Sears (1908). His idea worked: suburban, rural retailing. Firm now largest general merchandise retailer (over $35 billion sales). Family still said to hold much stock, though well hidden, plus many other investments. Son Lessing (d. 1979), former Sears chmn., was one of world's leading art and print collectors. Daughter Edith Stern (d. 1980) fought segregation in South. Son William, 81 (first pres. United Jewish Appeal), now richest member, over 90% American Securities Corp.; controls Ametek. "Old J.R." and dispersed heirs well known for huge philanthropy; their private wealth should far exceed $300 million.

Roush

Origin: Akron, Ohio. Galen J. Roush, lawyer, joined younger brother Carroll in small trucking business during Depression. Careful records helped Roadway Express secure key routes (early 1950s, after 16 years in court). Galen was extremely private: "A whale would never be harpooned if he didn't swim to the surface." Against his wishes, Carroll sold to public 1956, went west to buy his own trucker. Roadway Services now one of biggest freight truckers; sales $1.3 billion. Careful labor management has produced steady profits. Galen died 1976; 2 children (directors), 2 stepchildren share at least 17% Roadway, worth over $200 million.

Schnitzer

Portland, Ore.; Palm Springs. 4 surviving sons of junkman Samuel Schnitzer, who with Harry Wolf built Alaska Junk Co. early 1900s; Oregon Steel Mills. Sons expanded; did well scrapdealing after WWII. Wolfs bought out amid bitterness 1958. Son Leonard, 59, heads Schnitzer Group: steel products ($80 million sales); Lasco Shipping (some 18 Liberian carriers). Also 2 tankers chartered to Texaco; vast property Portland, Seattle, San Francisco area, Guam. Scrap group one of biggest U.S. (60,000 tons/month). Son Harold, 61, quit 1950 to form HARSH Investments (real estate). All shun high debt, high lifestyles. May be Oregon's richest clan; charitable; private. Wealth exceeds $250 million; they deny.

Scripps (E.W.)

Origin: Cincinnati. Populist Edward Wyllis Scripps (1854-1926) launched *Cleveland Press* 1878; grew into once-largest U.S. chain. Family long feuding: E.W. broke early from half-brother James *(see below)*, who formed own firm. Children of E.W. also split: 1 grandson runs separate chain *(see Edward Wyllis Scripps)*, 6 other grandchildren and their offspring own some 88% E.W. Scripps Co. (private), 68% Scripps-Howard Broadcasting (traded). Latter run by minority Howard family (12%);

mostly evening papers. Sold moneylosing *Press* 1980, UPI wire service 1982. Now 15 dailies (circ. 1.5 million), etc.; nonfamily CEO trying turnaround. This scattered branch (40 plus) worth minimum $550 million. Trust dissolves after deaths of 4 eldest grandchildren.

Scripps (J.E.)

Detroit area; La Jolla, Calif., et al. James Edmund Scripps (1835-1906), English immigrant, conceived radical departure from flowery, elitist papers of his time: short, simple stories for working class (the "people's press"). Started *Detroit* (evening) *News* 1873; borrowed much; had family sell farm. Big success; formula used elsewhere. Bitter split from half-brother E.W. *(see above)* early 1900s. Now Evening News Association run by great-grandson Peter Bruce Clark (9 papers, 5 TV stations, 2 radio); heirs own nearly all. Booth Newspapers sold to Newhouse 1976 for $300 million; family's stake 34%. Over 50 descendants share minimum net worth of $400 million.

Scully

Dwight and Buffalo, Ill.; Beatrice, Nebr. Descendants of "Lord" William Scully, moneyed Irish immigrant who traveled through Midwest mid-1800s with small spade to sample soil quality. Acquired nearly 250,000 acres rich farmland ("Scullyland") in Ill., Kans., Nebr., Mo.; leased to hundreds of tenant farmers. Also swampland with oil, La. "Neither lord nor viscount, but a gentleman . . . given title of 'lord' by people of Illinois." Divided estate between 2 sons. Sold Missouri land 1941 to government. Now, 4 grandsons and their children own over 200,000 acres. Family worth could exceed $200 million.

Shapiro

Origin: Boston. 4 Shapiro brothers, Russian immigrants, started Eastern Baking Co., producer ice cream cones 1911. Moved to Baltimore, thinking ice cream more popular in South. Built into Maryland Cup Corp., largest maker cones, straws; also leading producer disposables, paper goods for hospitals, fast-food chains, stadiums. Company closely run from different cities: Baltimore, Chicago, Boston, et al. Sold to Fort Howard Paper Co. 1983. Three family members now Fort Howard directors. Samuel: "Directors don't run a business, professionals do." Family's 50%-plus of firm, shared by 70 members, brought over $240 million aftertax.

Smith

Origin: Chicago. Four Smith brothers bankrolled 2 Swedish toolmakers to cofound Illinois Tool Works 1912. Now tools (under 5% sales) eclipsed by components (43%), nuts, bolts, glue production (27%). Many items sell under 1 cent. Adds up: annual sales $500 million. Into plastics early 1960s with invention of now-ubiquitous plastic 6-pack carrier. Created inventors-only "patent society" to spur innovation: 180 members. Harold, 51, 3rd generation, chairs exec. comm.; also big Ill. Republican fundraiser. Father Harold Sr., 75, his cousin Edward, 75, both directors. Three control family's 28% ITW, also 15% Northern Trust Corp. Worth exceeds $265 million.

Stone

Chicago. Joseph Stone (d. 1936) left Russia about 1890. Pooled $2,300 1926 with sons Norman and Marvin, later Jerome, for forerunner of Stone Container Corp. Sold paper shipping supplies; corrugated containers from 1933. Third-generation CEO Roger, "aggressive," convinced family 1979 not to sell for $120 million to Boise Cascade. "Boise had shaken hands with 3 senior Stones." Stone Container worth 3 times that offer, doubled sales buying some Continental Group operations 1983 for $510 million. Brothers, 6 third generation, children hold stock, other assets, worth at least $200 million.

Stroh

Detroit. 18th-century German brewers; young Bernhard arrived Detroit 1850 with $150; brewed, delivered door-to-door with wheelbarrow. Stroh Brewery grew slowly; survived Prohibition by making ice cream (still does); lately survived cutthroat competition by going national. Great-grandson and CEO Peter, 56, persuaded family to buy F&M Schaefer for roughly $70 million (1980-81), Schlitz for 70%-financed $500 million (1982). "Family sacrifice is one reason we operate successfully." Third-largest brewery: $1.5 billion sales, 10 brands (plus 5 lite), 25 million annual bbls. Still private, closely held; 4 Strohs at top, but nearly 30 control 100%. Counting debt, family worth at least $300 million.

Sulzberger

NYC. Adolph S. Ochs (1858-1935) bought *New York Times* 1896 for $75,000; alternative to era's "yellow journalism" became one of world's most respected newspapers. Strained during 1950s, 1960s: high labor costs, readers' flight to suburbs. Today run by grandson Arthur Ochs (Punch) Sulzberger, 58, who began modernization, diversification 1970s. Paid off: Firm now owns 29 regional papers, 5 magazines, 3 TV stations, 2 radio, book company, cable, etc.; 1983 revenues $1.1 billion. Punch and matriarchal mother Iphigene, 92, preside over trust (to end upon her death) that controls New York Times Co. With stock sales, fortune exceeds $400 million.

Swig

San Francisco. Real estate magnate Ben Swig (d. 1980) operated in Boston while partner Jack Weiler *(see family)* operated NYC; moved to San Francisco 1946; bought commercial property, developed exclusive 4-hotel Fairmont chain (S.F., New Orleans, Dallas, Denver), bought the Weilers' interest 1982. Son Melvyn, 67, heads real estate operations; college hockey player, once owned predecessor of Minnesota North Stars. Son Richard, 59, runs hotels. Cooperative but separate: "Melvyn does his thing, and I do mine." Son-in-law Richard Dinner, 63, comanages vast holdings. These 3 share fortune worth minimum $300 million. Richard: "You're so far off on the facts."

Temple

Diboll, Tex., et al. Thomas Louis Latane Temple Sr. bought 7,000 acres Texas timber 1893. Son Arthur inherited 200,000 acres and debt-ridden company 1934; griped: "What does it profit a man to own the whole world if he has no money?" By 1973 half-million acres lovingly tended forest, earning $9.6 million a year, run by grandson Arthur Jr. (from 1951). He "integrated forward" by merging with Time Inc., became vice chairman. Time spun off Temple-Inland 1984; Arthur, 64, now chairman T-I; also runs family investment company. Some 20 descendants own roughly 13% Time, 13% T-I, other investments. Despite fall in Time stock, still worth well over $430 million.

Uihlein

Milwaukee, et al. Descendants of 4 Uihlein brothers. August was first to emigrate from Germany 1850; worked in uncle's brewery. Aunt remarried, changed her name; changed co. name to Jos. Schlitz Brewing Co. Brothers took over 1875 on Joseph Schlitz' death. Uihleins held firm closely until 1961 public offering, ran it to 1976. Annual stockholder meetings were like family reunions: 75 of 250 attending 1974 were kin. Schlitz lost top market slot late 1950s, slipped to third 1970s. Sold out to Stroh Brewery *(see family)* 1982; last Uihlein left firm 1983. Some 450 descendants tendered nearly 20 million shares for almost $350 million.

Upjohn

Kalamazoo, Mich. Descendants of Drs. Henry and William Erastus Upjohn: Brothers developed first readily dissolvable pill (allowing accurate dosages). Founded Upjohn Pill & Granule Co. 1886; started R&D lab 1914; oral digitalis tablet for heart therapy 1919; later antibiotics, oral antidiabetes drugs, etc. Hastened penicillin production WWII. Went public 1958; first outside director 1968. Today's Upjohn Co. (makers Motrin, Kaopectate, Unicap vitamins) approaching $2 billion sales; headed by husbands of 2 granddaughters of founder W.E. Over 20 descendants share roughly 30% of stock, worth $500 million.

Weiler

NYC. Jack Weiler, 79, operated in New York while late partner, cousin, Ben Swig *(see family)* handled Boston, then San Francisco. Top lease locater, broker for big retail chains 1940s, 1950s. Acquired commercial properties mostly NYC; also Houston, Cincinnati, etc. Former chmn. United Jewish Appeal; now reportedly spends most of time with charities. Son Alan serves as company attorney; son-in-law Robert Arnow most visible member otherwise reticent family. Half-interest Fairmont Hotels sold to Swigs 1982 for estimated $150 million; still share other properties. Three share fortune worth over $350 million.

Weyerhaeuser

St. Paul, Seattle, et al. Frederick (1834-1914) emigrated from Germany age 18. Sawmill where he worked went bust 1858; he took over. Became leading timber baron; cut swath from St. Paul to Pacific. Bought 900,000 acres 1900 from RR magnate James J. Hill for $6 an acre: "The only times I ever lost money were when I didn't buy." Tangled with preservation-minded Teddy Roosevelt; targeted by muckrakers. Family still owns about 10% Weyerhaeuser Co.; great-grandson George is CEO. Also 33% Potlatch, 11% Comshare, banking, many private firms. Some 200 descendants share at least $650 million.

Whittenburg

Amarillo, Tex. Descendants of sod farmer James A. Whittenburg (d. 1920), whose son George homesteaded Panhandle ranch 1898. Now 40,000 acres, 250,000 more in N.M., 40,000 in Colo.; ranching, oil and gas under much of it. Complains senior family member Samuel: "It's always questionable whether you will make any money or whether you will be in business next year." Once owned all major Amarillo media, sold by 1972 for over $50 million. Fragmented; over 200 family members share fortune exceeding $250 million.

Whittier

Southern California. Descendants of Mericos H. Whittier, oilman, cofounder (1911) Belridge Oil; pres. until his death 1925. Company sold to Shell Oil 1979 for $3.6 billion, at time largest takeover ever. Family received $675 million; $200 million-plus to taxes, remainder to 4 children, grandchildren, et al. Extremely private. Considerable other holdings, including M.H. Whittier Co., family oil company. Net worth exceeds $600 million.

Wirtz

Chicago. Arthur M. Wirtz (King Arthur to friends) began buying Chicago real estate 1920s. Eye for Depression bargains; feared mortgages. With grain speculator Jim Norris (d. 1966), owned many teams, promoted over 50 championship boxing bouts; sports empire busted in antitrust suit 1957. Died 1983; 2 sons, 2 daughters share banks, liquor distributorships, 52% Chicago (hockey) Black Hawks, 30% (basketball) Bulls, over 50 residential buildings, farm, hotel, stables, more. Son William, 54, is patriarch Wirtz Corp.; calls estimated minimum $350 million fortune "absolutely ridiculous."

Wolfe

Columbus, Ohio and Calif. 14 descendants of brothers Robert F. and Harry P., builders of 19th-century fortune based on Wear-U-Well shoes. Long since diversified into newspaper (bought *Columbus Dispatch* 1905), TV and radio stations, investment banking, farmland. Politically influential; one of Ohio's most powerful families ("a bastion of Republicanism"). Grandson Edgar was *Dispatch* publisher; died in plane crash 1975. Founders' grandsons John W. and John F. (cousins) are patriarchs today. Total family worth minimum $300 million.

Wolfson

Miami Beach. Descendants of Mitchell Sr., founder of Wometco Enterprises 1925 with one movie theater downtown Miami. Expanded steadily: "People go to the movies even in recessions." Florida's first TV station 1949. By 1984, 6 TV stations, 1 radio, 85 cinema screens. Also, cable, real estate, soft drink bottlers, vending machines, videogames—from Alaska to Caribbean. Mitchell Sr. died 1983. Mitchell Jr. (consummate interest in arts, lives like "Medici prince") and other family uninterested in taking over business. Recent $1 billion buyout netted family $230 million. Also Mitchell Sr.'s stock, worth $50 million, given to charity.

Dropouts

No longer among The Forbes Four Hundred

Forty-four individuals leave The Forbes Four Hundred this year. Of the superrich emeriti, 6 died, 11 suffered financial setbacks, 6 had fortunes that were reallocated for various reasons and 2 were removed as a result of further research. The other 19 simply did not keep pace with a rising cutoff ($150 million).

Died:

Clark, Emory T. Elm Grove, Wis. Estimated $220 million fortune 1983 (Clark Oil & Refining). Died of cancer Feb. 27, 1984, age 78. Survived by 2 daughters, 3 sons, a brother, 24 grandchildren and 19 great-grandchildren. He and wife Helen were divorced. After estate taxes, wealth of Clark's descendants could easily exceed $150 million.

Goodan, Alice May Chandler. Los Angeles. Estimated $125 million fortune 1983 (Times Mirror Co. inheritance). Died May 26, 1984, age 91. Survived by 2 sons, 2 daughters, 13 grandchildren and 7 great-grandchildren. *(See Chandler family, p. 168; also Harrison Gray Chandler, Ruth Chandler von Platen, p. 146.)*

Kroc, Raymond Albert. La Jolla, Calif. and Chicago. Estimated $450 million fortune 1983 (McDonald's Corp.). Died of heart failure Jan. 14, 1984, age 81. Survived by wife Joan Kroc *(see p. 90)*, a stepdaughter, 4 granddaughters, a brother and a sister.

Stein, Doris Jones. Beverly Hills. Estimated $135 million fortune 1983 (MCA, Inc. inheritance). Died after a brief illness Apr. 7, 1984, age 82. Survived by 1 daughter, 2 sons by a first marriage, 10 grandchildren and 13 great-grandchildren. Second husband Jules Stein (d. 1981) founded MCA. At least one-third of Doris' estate will reportedly go to charity, the rest to descendants.

Thouron, Esther Driver du Pont. Unionville, Pa. Estimated $250 million fortune 1983 (Du Pont Co. inheritance). Died following a stroke Mar. 14, 1984, age 76. Survived by second husband John, a stepson, a brother, a half-brother and 2 sisters. *(See siblings Pierre Samuel du Pont III, Willis Harrington du Pont, Mary Belin du Pont Faulkner and Edith du Pont Pearson, p. 120; also other du Pont dropouts.)*

Wallace, Lila Acheson. Mt. Kisco, N.Y. Estimated $250 million fortune 1983 (Reader's Digest). Died of heart failure May 8, 1984, age 94. No immediate survivors; husband and magazine cofounder DeWitt died 1981. Wealth and voting stock has passed to a charitable trust.

Declined:

Frost, Phillip. Miami. Age 47. Estimated $150 million fortune 1983 (Key Pharmaceuticals, Inc.). Sales and earnings at Key are at record levels, but stock down from last year's high. Frost's fortune is approximately $100 million.

Haas, Peter E. San Francisco. Age 64. Estimated $141 million fortune 1983 (Levi Strauss & Co.). Slower demand for jeans, cost increases and consolidation expenses, including plant closings, have pushed down company earnings. Stock price (and family fortune) has slipped nearly 50% since last year. *(See Haas family, p. 175; also brother Walter, below.)*

Haas, Walter A. Jr. San Francisco. Age 68. Estimated $155 million fortune 1983 (Levi Strauss & Co.). Today stock worth just over half that amount. *(See brother Peter, above.)*

Nielson, Glenn E. Cody, Wyo. and

Dropouts

Salt Lake City. Age 80. Estimated $125 million fortune 1983 (oil). Sold much land at below-market prices to Mormon-related RLDS church; some recent business ventures not doing well. Current net worth is below $100 million.

Noyce, Robert N. Los Altos, Calif. Age 56. Estimated $155 million fortune 1983 (Intel Corp., Diasonics, Inc. and other investments). Intel stock is down slightly from last year, but Noyce took a $40 million drop in Diasonics. *(See also Arthur Rock, below.)* Noyce's visible net worth now just shy of $110 million.

Pontikes, Kenneth Nicholas. Barrington, Ill. Age 44. Estimated $220 million fortune 1983 (Comdisco, Inc.). Company earnings were hurt this year by an IRS investigation (and temporary halt) of tax-advantaged lease transactions. With stock price low, Pontikes recently worth around $75 million.

Pulte, William J. Detroit. Age 52. Estimated $235 million fortune 1983 (Pulte Home Corp.). Escalating mortgage rates have hurt his home-building company; his stock has dropped nearly 50% since last year.

Rock, Arthur. San Francisco. Age 58. Estimated $160 million fortune 1983 (venture capital). Fortune down nearly $50 million from Diasonics, Inc. alone. Altogether, value of visible public stockholdings has dropped more than 50%. Evidence of additional holdings too unclear to warrant inclusion this year.

Rogers, Richard Raymond. Dallas. Age 41. Estimated $252 million fortune 1983 (Mary Kay Cosmetics, Inc.). Controls stock for immediate family (including mother and founder Mary Kay Ash), recently worth about $100 million. Direct selling slowing, company earnings squeezed by heightened competition and downturn in recruitment of new sales personnel.

Tandon, Sirjang Lal. Chatsworth, Calif. Age 42. Estimated $150 million fortune 1983 (Tandon Corp.). Weakened profitability has helped lower the value of the company's stock. His stock fortune down nearly 65% since last year.

Turner, Tom E. San Antonio. Age 70. Estimated $150 million fortune 1983 (Sigmor Corp.). Value of Diamond Shamrock stock down; net worth still exceeds $100 million.

Left behind:

Cooke, Phoebe Hearst. Woodside, Calif. Age 57. Estimated $125 million fortune 1983 (media inheritance). Estimated value of Hearst Corp. has not risen enough to keep her among The Forbes Four Hundred. *(See Hearst grandchildren, p. 176, uncles William, Randolph and David Hearst, p. 114; also twin brother George Randolph Hearst Jr., below.)*

Davis, James Elsworth. Jacksonville, Fla. Age 77. Estimated $135 million fortune 1983 (Winn-Dixie Stores, Inc.). Value of visible stockholdings (Winn-Dixie, American Heritage Life) and private ranching interests suggest fortune may not be keeping up with The Forbes Four Hundred. *(See Davis family, p. 170.)*

du Pont, Evelyn Rebecca. Residence unknown. Age 59. Estimated $125 million fortune 1983 (Du Pont Co. inheritance). No evidence her trusts have increased in value to $150 million. *(See siblings John Eleuthère du Pont, Jean Ellen du Pont Sheehan, William du Pont III, also other du Pont dropouts.)*

du Pont, John Eleuthère. Newtown Square, Pa. Age 45. Estimated $125 million fortune 1983 (Du Pont Co. inheritance). No evidence his trusts have kept pace with The Forbes Four Hundred. *(See also siblings Evelyn Rebecca du Pont, Jean Ellen du Pont Sheehan, William du Pont III and other du Pont dropouts.)*

du Pont, William III. El Paso, Tex. Age 32. Estimated $125 million fortune 1983 (Du Pont Co. inheritance). No evidence his trusts have increased in value to warrant inclusion. *(See also siblings Evelyn Rebecca du Pont, John Eleuthère du Pont, Jean Ellen du Pont Sheehan and other du Pont dropouts.)*

Grainger, David William. Skokie, Ill. Age 56. Estimated $135 million fortune 1983 (W.W. Grainger, Inc.). His control of family fortune reduced by breakup of trusts, redistribution to self, sister and both their families. His immediate family's visible fortune now shy of $120 million.

Greenberg, Maurice Raymond. NYC. Age 59. Estimated $125 million fortune 1983 (American International Group, Inc.). Stock value did not keep pace with The Forbes Four Hundred.

Groves, Franklin Nelson. Wayzata, Minn. Age 53. Estimated $140 million fortune 1983 (construction). Slow growth, reports of weakened profitability for S.J. Groves & Sons. Even with horse operations, other assets, visible net worth is below this year's cutoff.

Hall, Evelyn Annenberg. Palm Beach. Age 72. Estimated $125 million 1983 (publishing inheritance). With 4 Annenberg sisters *(which see)* and families of 2 deceased, shares roughly 65% of privately held Triangle Publications. Value of company not high enough to warrant inclusion of each sibling. *(See also Walter Hubert Annenberg, p. 98.)*

Haupt, Enid Annenberg. NYC. Age 78. Estimated $125 million fortune 1983 (publishing inheritance). *(See sister Evelyn Annenberg Hall, above.)*

Hazen, Lita Annenberg. NYC and Los Angeles. Age 74. Estimated $125 million fortune 1983 (publishing inheritance). *(See sister Evelyn Annenberg Hall, above.)*

Hearst, George Randolph Jr. Los Angeles. Age 57. Estimated $125 million fortune 1983 (media inheritance). Estimated value of Hearst Corp. has not risen enough to keep him among The Forbes Four Hundred. *(See Hearst grandchildren, p. 176, uncles William, Randolph and David Hearst, p. 114; also twin sister Phoebe Hearst Cooke, above.)*

Hooker, Jeanette Annenberg. NYC and Palm Beach. Age 79. Estimated $125 million fortune 1983 (publishing

inheritance). *(See sister Evelyn Annenberg Hall.)*

Jordan, Thomas. Healdsburg, Calif. Age 49. Estimated $125 million fortune 1983 (oil, wine). Weak oil prices, lack of visible and significant new business activity suggests net worth has not risen and may have dropped. Jordan: "Why don't you take me off the list and give somebody else a turn?"

Lunger, Mary Jane du Pont. Wilmington, Del. Age 68. Estimated $125 million fortune 1983 (Du Pont Co. inheritance). No evidence trusts have increased enough in value to warrant increase in fortune to $150 million. *(See also other du Ponts.)*

Ross, Wilhelmina du Pont. Montchanin, Del. Age 78. Estimated $125 million fortune 1983 (Du Pont Co. inheritance). No evidence trusts have kept pace with a rising Forbes Four Hundred. *(See also other du Ponts.)*

Scurlock, Eddy Clark. Houston. Age 79. Estimated $125 million fortune 1983 (oil). Weak oil business does not suggest increase in Scurlock's net worth.

Sheehan, Jean Ellen du Pont. Coral Gables, Fla. Age 61. Estimated $125 million fortune 1983 (Du Pont Co. inheritance). No indication trusts have risen sufficiently in value to warrant inclusion. *(See siblings Evelyn Rebecca du Pont, John Eleuthère du Pont, William du Pont III, also other du Pont dropouts.)*

Simon, Esther Annenberg. NYC. Age 82. Estimated $125 million fortune 1983 (publishing inheritance). No change in estimated net worth. *(For details, see sister Evelyn Annenberg Hall.)*

Realigned:

Corrigan, Leo F. Jr. Dallas. Age 59. Estimated $150 million fortune 1983 (real estate inheritance). Corrigan has recently split properties with his sister, Louise Jordan, who, with her husband, operates separately.

Goldman, Sylvan Nathan. Oklahoma City. Age 85. Estimated $200 million fortune 1983 (supermarkets, real estate). New evidence indicates the shopping cart inventor has passed control of the Goldman empire to his sons, and that it's a much larger fortune. *(See sons Alfred Dreyfus and Monte Henry, p. 128.)*

Hubbard, Stanley E. Bal Harbour, Fla. Age 87. Estimated $175 million fortune 1983 (broadcasting). He suffered a serious stroke in 1981. Evidence indicates control now rests more firmly with son Stanley Stub Hubbard *(see p. 138)*, president of Hubbard Broadcasting, Inc.

Hunt, Haroldson Lafayette III. Dallas. Age 67. Estimated $400 million fortune 1983 (oil inheritance). Declared legally incompetent because of mental illness. New evidence suggests his trusts controlled by sister Margaret Hunt Hill *(see p. 77)*.

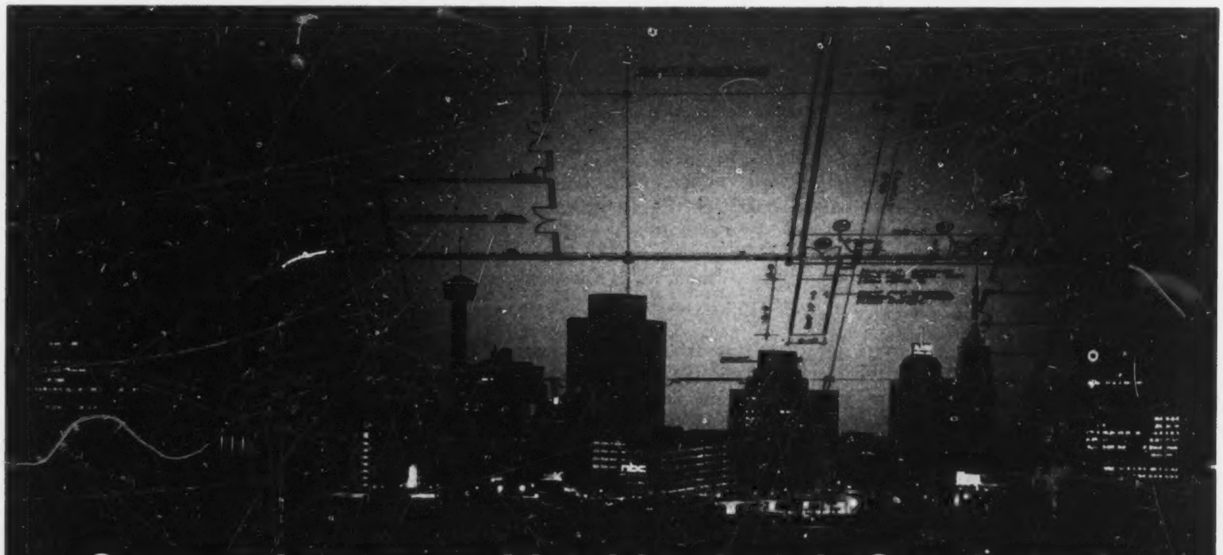
Marriott, John Willard Sr. Washington, D.C. Age 84. Estimated $373 million fortune 1983 (Marriott Corp.). The fortune has been reallocated to include both sons. None now qualifies individually for The Forbes Four Hundred. *(See Marriott family, p. 178.)*

Reed, William Garrard Sr. Seattle. Age 76. Estimated $300 million fortune 1983 (timber). It has been determined that no one person controls a majority of the stock of Simpson Timber. *(See Reed family, p. 180.)*

Removed:

Hope, Leslie Townes. N. Hollywood and Palm Springs. Age 81. Estimated $200 million fortune 1983 (comedy, real estate). The "celebrity inflation" factor at work *(see story, p. 34)*. Bob's response to being ejected: "Attaboy! I appreciate that."

Jones, Arthur. Ocala, Fla. Age 60s. Estimated $125 million fortune 1983 (fitness equipment). Error in valuation of his privately held company discovered during 1984 review.



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SM

Near Misses

No cigar

The individuals listed below just missed being included in The Forbes Four Hundred this year. All are more than centimillionaires. Perhaps next year, with a little diligence and application . . .

Patrick George Ryan. Insurance. Kenilworth, Ill. 47. Married, 3 sons. "Pat," son of Milwaukee Ford dealer, began Pat Ryan & Associates 1964. Inspiration: Have car dealers package insurance with financing, for commissions from Ryan. Firm's sales more than $200 million when acquired by friend W. Clement Stone's languishing Combined International Corp. 1982. Ryan swapped 55% Ryan for 12% Combined, became CEO. First move: Bought smaller Chicago insurance co., Rollins Burdick Hunter. In first year, profits up 34%, to $110 million, on record $1.2 billion revenues. Emphasizing low-cost health insurance. His stock up; with dividends, worth at least $140 million. "I believe in positive mental attitude."

George Waldo Woodruff. Coca-Cola. Atlanta. 89. Widowed, 3 children. Son of Ernest Woodruff, who in 1919 built syndicate to buy Coca-Cola for $25 million. Brother Robert *(see p. 120)* ran Coke for over 30 years. George chairman Continental Gin Co. from 1934 until Fulton Cotton Mills acquired 1959. Still on Coke board, director emeritus Trust Co. of Georgia. Avid golfer until 1980 stroke. Neighbor to Robert, sometimes breakfast together. Coke stock worth $110 million. With long dividend history (now over $5 million per year), net worth shy of $135 million.

Mervin Gilbert Morris. Retailing. Atherton, Calif. 63. Married, 3 sons, 1 daughter. Father had small retail store in Delano, Calif.; Merv opened own in San Lorenzo 1949 with $25,000. Added another 1962; only 4 units by 1968, but rapid growth after going public as Mervyns 1971: soft goods; nothing unique, just extremely well managed. "We were like the perennial-champion Green Bay Packers—we blocked and tackled better." Merged $330 million sales chain (42 units in Calif., Nevada) with Dayton-Hudson Corp. 1978; family's 35% stake brought around $100 million in D-H stock; much since sold. Philanthropic, invests in car dealerships, real estate, some venture capital. Son Jeffrey heads Morris Management, family investment company. Merv: "I'm not retired by any means; I'm just re-potted." Controls family fortune worth over $125 million.

Andrew Francis Kay. Kaypro Corp. Del Mar, Calif. 65. Married; 2 sons, 2 daughters. Shortened name from Kopischiansky. MIT wrestler, engineer. Considered med school but couldn't wait to work. Started Non-Linear Systems 1952, maker electronic products for aerospace; conceived digital voltmeter. Introduced low-cost portable computer 1982, aimed at small businesses. Now Kaypro, a leading producer personal computers: $125 million projected sales 1984; over 150,000 machines sold. Went public 1983. With sudden growth, some critics foresee another Osborne. Kay: "They don't know what the hell they're talking about. We're making money." Tight operation: Kay still likes to interview every new staff member. Immediate family's 85% worth is about $125 million.

Francis Walter Winn. Computer Language Research. Dallas. 66. Married; 2 sons, 1 daughter. Research v.p. for oil equipment firm; developed compiler program allowing English-like commands, launched CLR 1964 with $25,000. Teenage son used compiler, wrote program to prepare tax return. CLR now leading computer processor high-bracket tax forms. Laser-printed 900,000 returns 1983; $85 million sales; "The Cadillac of the industry" has approx. 70% of Big Eight's business. "Every time they [Congress] simplify tax laws, things get more complex." Big threat is flat-tax proposals. Went public 1983. Son Stephen, 38, CEO; but father controls family's 83%. Worth about $125 million.

Gaylord Donnelley. Printing, inheritance. Libertyville, Ill. 74. Married, 3 children. Grandfather Richard R. Donnelley built small print shop into R.R. Donnelley & Sons; today largest U.S. commercial printer (for *Time, Newsweek*, other magazines, books, encyclopedias, etc.). Gaylord joined after college 1932; returned after WWII with Purple Heart; president 1952; chairman 1964; recently made honorary director ("I believe in turnover"). Busy with investments, charities, civic affairs: "I'm gonna keep running as long as I can. I'm a man of many maladies, none of which have proved fatal yet." Sole survivor third generation, wealthiest individual Donnelley *(see family, p. 174)*. With stock in R.R. Donnelley, Dun & Bradstreet, various other investments, net worth at least $125 million.

Richard Chesley Pruet. Oil. El Dorado, Ark. 69. Married, 2 daughters. "Chesley" left family's Texas cattle ranch for oil work; was "swamper, roughneck and switcher" for H.L. Hunt. Formed partnership 1946, among first to drill Miss. and Ala. Bought out partners by 1961. Unusual strategy through 1974: Every few years sold oil production, put proceeds in trust for daughters, but kept 14 portable rigs (5 now in partnership), began anew: "I never wanted to have a large organization." Has 6,000-acre cattle ranch; plays bridge daily (12 to 2 p.m.). Says of pal C. Murphy *(see p. 147)*: "He's supremely intelligent and understands oil as well as anybody I know. He's a tireless worker." Active Republican. With trusts, rigs, current reserves, controls family fortune worth maybe $125 million.

Acknowledgments

When somebody is worth over $150 million, somebody else is likely to know about it. The Forbes Four Hundred would not have been possible without the help and cooperation of thousands of sources. Below, we gratefully acknowledge numerous sources, nationwide, that were especially helpful in hunting down or helping to value the country's richest citizens. In addition, our thanks to the hundreds who insisted upon anonymity—mainly bankers, lawyers, former executives and financial advisers of one kind or another.

David Adler, publisher, *Washington Dossier*, Washington, D.C.
Advertising Age magazine, Chicago
Harry Anderson, assistant business editor, *Los Angeles Times*
Fernand Audette, publisher, *Florida Horse*, Ocala, Fla.
Brux Austin, editor, *Texas Business* magazine
Marty Baron, business editor, *Los Angeles Times*
Donald Bauder, business editor, *San Diego Union*
Scott Bennett, public affairs editor, *Texas Business* magazine
Larry Birger, editor, Business/Monday, *Miami Herald*
Dick Blackburn, media broker & consultant, Blackburn & Co., Washington, D.C.
James Blackburn Jr., Blackburn & Co.
Jim Boyle, National Confectioners Assoc., McLean, Va.
Eleanor Breitmeyer, society editor, *Detroit News*
David Brewster, publisher, *The Weekly*, Seattle
Broadcasting/Cable Yearbook, Washington, D.C.
R.W. Byram & Co., oil publications, Austin
Diane Clark, society editor, *San Diego Union*
Jay Clemens, Turtledove Clemens, Inc., Portland, Ore.
Tom Clephane, timber analyst, Morgan Stanley, NYC
Keith Crain, Crain Communications, Detroit
David Crews, executive director, Create, Inc., Tupelo, Miss.
Bud Dahl, Loyal Realty, Seattle
Steve Dunphy, business editor, *Seattle Times*
Economic Information Systems, Inc., NYC
"Butch" Edgar, R.G. Edgar & Associates, Grosse Pointe, Mich.
Rick Edmonds, editor, *Florida Trend* magazine
Laura Eliot, staff writer, *Washingtonian* magazine
Richard Feigen, art dealer, NYC
Jane Ferguson, editor, *San Francisco Business Journal*
Jeff Foisie, staff writer, *Broadcasting* magazine, NYC bureau
Folio: 400 magazine, New Canaan, Conn.
The Foundation Directory, The Foundation Center, NYC
Gail Freedman, assistant editor, *Washingtonian* magazine
Larry Gershman, MGM/UA Entertainment Group, Los Angeles
Martha Gottfried, Martha Gottfried Real Estate, Palm Beach
Ron Hagen, publisher, *San Francisco* magazine
Ivo Harper, realtor, Simi Valley, Calif.
Ted Hepburn, media consultant, Cincinnati
Robert Hill, editor, *Oregon Business* magazine, Portland
Ken Hooker, editor, *New England Business* magazine, Boston
Institutional Investor magazine, NYC
Lee Isgur, entertainment analyst, Paine Webber, NYC
Charles Kadlec, media consultant, Frazier, Gross & Kadlec, Inc., Washington, D.C.
Leroy Keller, newspaper consultant, NYC
Lynn Kettleson, business editor, *Boston Herald*
Jerry Knight, deputy business editor, *Washington Post*
Jim Kobak, magazine consultant, Darien, Conn.
Nancy Kool, senior editor, *Monthly Detroit* magazine
Chris Kraul, editor, *San Diego Business Journal*
Dick Krisler, media broker and consultant, Cincinnati
Mike Langberg, business writer, Fort Lauderdale *Sun-Sentinel*
Marj Levin, society writer, *Detroit Free Press*
Phil Lukin, editor, Palm Beach *Social-Pictorial*
E. Kimbark MacColl, historian, Portland, Ore.
Douglas Manship, publisher, Baton Rouge *Advocate/State Times*
Lisa McCormick, society reporter, *Washington Times*
George Merry, *Christian Science Monitor*, Boston
Geoff Miller, editor, *Los Angeles* magazine
Ronald Muraro, economist, U. of Florida, Gainesville
Norma Nathan, "The Eye," *Boston Herald*
Ken Noble, publishing analyst, Paine Webber, NYC
Susan Orlean, staff writer, Boston *Phoenix*
Tom Polsky, pres., Cathay Counsellor's Group, Beaverton, Ore.
Bert Pucci, publisher, *Los Angeles* magazine
Real Estate Data, Inc., NYC
Bill Regardie, exec. editor, *Regardie's*, Washington, D.C.
Gerald Reilly, media consultant, Greenwich, Conn.
"Zeke" Robbins, v.p. investments, Dain, Bosworth, Seattle
Gary Boyd Roberts, New England Hist. Genealogical Soc., Boston
John Robinson, society writer, *Boston Globe*
Art Rockwell, MGM/UA Entertainment Group, Los Angeles
Peter Rosenthal, senior v.p., Howard J. Rubenstein Assoc., NYC
Ken Ross, business editor, *Detroit News*
Dan Rottenberg, editor, *Welcomemat*, Philadelphia
James Russell, business editor, *Miami Herald*
Russell Sadler, political columnist, Portland, Ore.
Terry Sarver, title officer, Transamerica Title, Spokane
Ed Self, publisher, *San Diego* magazine
Josette Sheeran, ass't. managing editor, *Washington Times*
Phil Shook, business editor, *Birmingham* (Ala.) *News*
Hershel Sinay, publisher, *California Business* magazine
Joel Singer, economist, Calif. Assoc. of Realtors, Los Angeles
Spectrum 5, Computer Directions Advisors, Inc., NYC
Robert Stafford, Pacific Asset Management, San Francisco
Standard & Poor's Corp., NYC
Howard Stark, media broker and consultant, NYC
Vicki Stavig, associate editor, *Corporate Report*, Minneapolis
Pat Steger, society editor, San Francisco *Chronicle*
Jan Terranna, columnist, Palm Beach *Social-Pictorial*
Jan Tidrick, owner Pasco Rentals, Pasco, Wash. (former mayor)
Larry Walker, publisher, *Oregon Business* magazine
Donald White, business editor, San Francisco *Chronicle*
Elizabeth Whitney, business editor, *St. Petersburg Times*
Terence York, building analyst, Drexel Burnham Lambert, NYC
Michael Zeigler, Rochester (N.Y.) *Democrat and Chronicle*

Newspaper libraries:

Boston Globe
Boston Herald
Detroit Free Press
Detroit News
Los Angeles Times
Miami Herald
Oregonian
San Diego Union
San Francisco *Chronicle*
San Francisco *Examiner*
Seattle Post-Intelligencer
Seattle Times
Tampa Tribune
Washington Post

Index To The Forbes Four Hundred

	Page	Residence	Age	Worth ($ mil)	Primary sources
Adams, Kenneth Stanley Jr.	148	Houston	61	$ 160	Entrepreneur
Albertson, Joseph A.	130	Boise, Idaho	78	200	Albertson's Inc.
Alkek, Albert B.	112	Victoria, Tex.	73	300	Oil
Allbritton, Joe Lewis	100	Houston; Wash., D.C., et al.	59	400	Broadcasting, publishing, bnkg
Allen, Charles Jr.	140	NYC	81	183*	Stock market, real estate
Allen, Herbert	140	NYC	76	183*	Stock market, real estate
Allen, Herbert Anthony	140	NYC	44	183*	Stock market, real estate
Anderson, Robert Orville	101	Roswell, N.M.	67	400	Oil, land
Annenberg, Walter Hubert	98	Wynnewood, Pa.; Palm Springs	76	450	Publishing
Anschutz, Philip F.	78	Denver	44	1,000	Inheritance, oil and gas
Ansin, Edmund Newton ★	138	North Miami	48	185†	Broadcasting
Anthony, Barbara Cox	82	Honolulu	61	700*	Inheritance (Cox Enterprises)
Appleton, Arthur Ivar ★	134	Chicago, Miami Beach	68	200	Electronics
Arison, Ted	118	Miami Beach	60	250	Shipping
Autry, Orvon Gene	151	Los Angeles, Palm Springs	77	150	Broadcasting, real estate
Avery, Alice O'Neill	133	West Los Angeles	67	200*	Inheritance (real estate)
Bancroft, Bettina	150	Los Angeles	43	150*	Inheritance (Dow Jones)
Bancroft, Christopher	150	Denton, Tex.	33	150*	Inheritance (Dow Jones)
Bancroft, Hugh III	150	Newport Beach, Calif.	35	150*	Inheritance (Dow Jones)
Bass, Edward Perry	86	Fort Worth	39	600*	Oil, investments
Bass, Lee Marshall	86	Fort Worth	28	600*	Oil, investments
Bass, Perry Richardson	86	Fort Worth	69	600*	Oil, investments
Bass, Robert Muse	86	Fort Worth	36	600*	Oil, investments
Bass, Sid Richardson	86	Fort Worth	42	600*	Oil, investments
Batten, Frank	154	Virginia Beach, Va.	57	150	Publishing, broadcasting
Beal, Carlton	112	Midland, Tex.	68	300	Oil
Bechtel, Stephen Davison Sr.	86	San Francisco	84	600*	Engineering, construction
Bechtel, Stephen Davison Jr.	86	San Francisco	59	600*	Engineering, construction
Belfer, Arthur Bejer	88	NYC	77	550†	Oil, real estate
Belk family	168	Charlotte, N.C.	—	300	Inheritance, retailing
Belz family	168	Memphis	—	250	Real estate
Benenson, Charles B.	130	NYC	71	200	Real estate
Bernhard, Arnold	101	Westport, Conn.	82	400	Value Line
Berry, Jack Monteith Sr.	136	Winter Haven, Fla.	67	200	Citrus grower
Berry, John William	120	Dayton, Ohio	61	250†	Yellow Pages
Bettingen, Burton Green	124	Beverly Hills, Newport Beach	70s	225*	Inheritance (oil)
Binger, Virginia McKnight	149	Wayzata, Minn.	68	150	Inheritance (3M)
Blaustein, Morton K.	114	Baltimore	57	250*	Inheritance (oil)
Block, Paul Jr.	162	Toledo, Ohio	73	150*	Publishing
Block, William	162	Pittsburgh	69	150*	Publishing
Boesky, Ivan Frederick	152	Mt. Kisco, N.Y. & NYC	47	150	Arbitrager
Borg, Malcolm Austin	156	Englewood & Spring Lake, N.J.	46	150†	Publishing, broadcasting, inher.
Bredin, Octavia Mary du Pont	149	Greenville, Del.	71	150*	Inheritance (Du Pont Co.)
Bren, Donald Leroy	92	Newport Beach, L.A., NYC	52	500	Real estate
Briscoe, Dolph Jr.	134	Uvalde, Tex.	61	200	Rancher
Bronfman, Edgar Miles	82	NYC	55	675	Seagram Co.
Brown family	168	Louisville	—	290	Inheritance (Brown-Forman Distillers)
Brown, Jack	100	Midland, Tex.	58	450*	Oil
Buck family	168	California, et al.	—	325	Inheritance (oil)
Buffett, Warren Edward	82	Omaha	54	665	Stock market
Bullitt, Dorothy Stimson ★	119	Seattle	92	250†	Broadcasting
Busch, August Anheuser Jr.	100	St. Louis	85	425	Anheuser-Busch

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★New entry. ☆Returnee. *Assuming equal shares in common fortune. †Family fortune individually allocated.

Index To The Forbes Four Hundred

	Page	Residence	Age	Worth ($ mil)	Primary sources
Cabot family	168	Boston area	—	$325	Inheritance (Cabot Corp.)
Cargill/MacMillan family	168	Minneapolis	—	200	Inheritance (Cargill, Inc.)
Cargill, James R.	117	Minneapolis	61	250*	Inheritance (Cargill, Inc.)
Cargill, Margaret	117	La Jolla, Calif.	64	250*	Inheritance (Cargill, Inc.)
Carlson, Curtis Leroy	88	Minneapolis	70	600	Entrepreneur
Carpenter, Ben H. ★	124	Dallas	60	220	Southland Financial Corp.
Carpenter, Robert Ruliph Jr.	136	Montchanin, Del.	69	200*	Inheritance (Du Pont Co.)
Carpenter, William Kemble	136	Boca Raton, Fla.	65	200*	Inheritance (Du Pont Co.)
Caruth, William Walter Jr.	88	Dallas	72	600	Real estate
Chambers, Anne Cox	82	Atlanta	64	700*	Inheritance (Cox Enterprises)
Chandler family	168	Los Angeles, et al.	—	650	Inheritance (Times Mirror Co.)
Chandler, Harrison Gray	146	Arcadia, Calif.	81	150	Inheritance (Times Mirror Co.)
Cohen, Edward Baron ☆	162	NYC & Southampton, N.Y.	64	150*	Real estate
Cohen, Sherman ☆	162	NYC; Greenwich, Conn.	61	150*	Real estate
Cohn, Seymour	118	NYC & Upper Brookville, N.Y.	73	250	Real estate
Colket, Tristam C. Jr. ★	82	Paoli, Pa.	46	150	Inheritance (Campbell Soup)
Collier, Miles	119	Naples, Fla.	37	250†	Inheritance, investments
Connell, Grover	148	Westfield, N.J.	66	160	Food
Conover, Catherine Mellon	150	Washington, D.C., et al.	48	150*	Inheritance (investments)
Cook, Jane Bancroft	86	Cohasset, Mass.; Sarasota	72	600	Inheritance (Dow Jones)
Cooke, Jack Kent	86	Middleburg, Va.	71	600	Real estate, communications
Coors family	168	Golden, Colo., et al.	—	365	Inheritance (Adolph Coors Co.)
Copley, Helen Kinney	124	La Jolla, Calif.	61	225	Publishing
Cowles, Gardner family	168	Des Moines, Minneapolis, et al.	—	375	Inheritance, media
Cowles, William family	170	Spokane	—	200	Inheritance (media, real estate)
Cox, Edwin Lochridge	101	Dallas	62	400	Oil
Cox, John Lee	112	Midland, Tex.	59	300	Oil
Cox, William Coburn Jr.	106	London	53	300*	Inheritance (Dow Jones)
Crow, Trammell	92	Dallas	70	500	Real estate
Crown, Henry	98	Chicago	88	450*	Industrialist
Crown, Lester	98	Chicago	59	450*	Industrialist
Cullen family	170	Houston	—	2,000	Inheritance (oil)
Cummings, Nathan	147	NYC	87	160	Industrialist
Darden, Constance Simons du Pont	149	Norfolk, Va.	80	150*	Inheritance (Du Pont Co.)
Davidowitz, Joseph Morton ★	133	Lawrence, N.Y.	55	200	Stock market
Davidson, William ~~Morse~~	128	Detroit (Bloomfield Hills)	61	210	Guardian Industries
Davis family	170	Jacksonville, Fla., et al.	—	500	Winn-Dixie
Davis, Kenneth William Jr.	120	Fort Worth	58	250*	Inheritance, oil
Davis, Leonard ★	147	NYC, Palm Beach	60	160	Colonial Penn Group
Davis, Marvin	78	Denver	58	1,000	Oil, entertainment
Davis, Thomas Cullen	120	Fort Worth	50	250*	Inheritance, oil
Davis, William Selden	120	Fort Worth	48	150	Inheritance, oil
Day, Willametta Keck	114	Reno, Nev.; Santa Barbara	68	160	Superior Oil Co.
Dayton family	174	Minneapolis	—	800	Inheritance (Dayton-Hudson)
Dayton, Alida Rockefeller	149	Minneapolis	35	150*	Inheritance
de Menil, Dominique	128	Houston	75	200	Inheritance, art
de Young family	174	San Francisco, et al.	—	400	Inheritance (publishing)
Deak, Nicholas Louis	101	Scarsdale, N.Y.	78	400	Banking
DeBartolo, Edward John	88	Youngstown, Ohio	66	550	Shopping centers
Dempsey, John Cornelius	146	Delaware, Ohio	70	175†	Bulk containers
DeVos, Richard Marvin	120	Ada, Mich.	58	250*	Amway Corp.
Dikeou family	174	Denver; Orlando, Fla.	—	250	Inheritance, real estate
Dillon, Clarence Douglas	148	Far Hills, N.J.	75	150†	Investments
Disney family	174	Los Angeles area	—	200	Inheritance, Walt Disney Prod.
Disney, Roy Edward	124	Los Angeles	54	220	Walt Disney Prod., media

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★New entry. ☆Returnee. *Assuming equal shares in common fortune. †Family fortune individually allocated.

Index To The Forbes Four Hundred

	Page	Residence	Age	Worth ($ mil)	Primary sources
Dixon, Fitz Eugene Jr.	156	Lafayette Hill, Pa.	61	$150	Inheritance
Dixon, Suzanne Searle	122	Lake Forest, Ill.	53	233*	Inheritance (G.D. Searle)
Donnelley family	174	Chicago, et al.	—	650	Inheritance (printing)
Dorrance, John Thompson Jr.	82	Gladwyne, Pa.	65	675	Inheritance (Campbell Soup)
Doubleday, Nelson Jr.	154	Locust Valley, N.Y.	51	150	Publishing
Draper, Irene Carpenter	136	Montchanin, Del.	73	200*	Inheritance (Du Pont Co.)
du Pont family	174	Delaware, et al.	—	10,000	Inheritance (Du Pont Co.)
du Pont, Alexis Felix Jr.	112	Wilmington, Del.	78	275*	Inheritance (Du Pont Co.)
du Pont, Helena Allaire ★	112	Chesapeake City, Md.	60s	275*	Inheritance (Du Pont Co.)
du Pont, Irénée Jr.	149	Christiana Hundred, Del.	64	150*	Inheritance (Du Pont Co.)
du Pont, Pierre Samuel family	174	Delaware area	—	9,000	Inheritance (Du Pont Co.)
du Pont, Pierre Samuel III	120	Rockland, Del.	73	250*	Inheritance (Du Pont Co.)
du Pont, Willis Harrington	120	Palm Beach, Fla.	48	250*	Inheritance (Du Pont Co.)
Duke, Doris	119	Somerville, N.J.	71	250	Inheritance
Durst, David	146	Chappaqua, N.Y.	59	167*	Real estate
Durst, Roy	146	Scarsdale, N.Y.	65	167*	Real estate
Durst, Seymour	146	NYC	71	167*	Real estate
Dyson, Charles Henry	114	NYC	75	250†	Conglomerator
Ellis, Alpheus Lee	154	Tarpon Springs, Fla.	78	150	Banking, real estate
Engelhard, Jane	119	Far Hills, N.J.	60s	250	Inheritance (Engelhard Minerals)
Entenmann family	174	Long Island, N.Y.	—	200	Inheritance (Entenmann's)
Evans, James Emmett	138	Dade City, Fla.	84	185	Citrus grower
Evans, Thomas Mellon	133	NYC	74	200	Investments
Farb, Harold	151	Houston	61	150	Real estate
Farish, William Stamps III	152	Versailles, Ky.; Houston	45	150	Inheritance (oil)
Farley, William Francis ★	156	Chicago	41	150	Leveraged buyouts
Faulkner, Mary Belin du Pont	120	Boston area	77	250*	Inheritance (Du Pont Co.)
Ferry, Sandra (Rockefeller)	149	Cambridge, Mass.	49	150*	Inheritance
Fetzer, John Earl ☆	144	Kalamazoo, Mich.	83	175	Broadcasting
Fickling, William Arthur Jr.	140	Macon, Ga.	52	175†	Charter Medical Corp.
Field, Frederick Woodruff	117	Los Angeles	32	250*	Inheritance, media
Field, Marshall V	117	Chicago	43	250*	Inheritance, media
Firestone family	175	Akron, Ohio	—	200	Inheritance
Fisher family (Detroit)	175	Detroit area, Palm Beach	—	300	Inheritance (Fisher Body)
Fisher family (Seattle)	175	Seattle area	—	275	Investments
Fisher, Larry	108	NYC	60s	300*	Real estate
Fisher, Max Martin	124	Detroit, NYC, Palm Beach	76	225	Refining
Fisher, Zachary	108	NYC	60s	300*	Real estate
Flint, Lucile Evelina du Pont	149	Greenville, Del.	68	150*	Inheritance (Du Pont Co.)
Forbes, Malcolm Stevenson	96	Far Hills, N.J.	65	(p. 96)	Publishing
Ford, Henry II	108	Palm Beach	67	200	Inheritance, Ford Motor Co.
Ford, Josephine Clay	108	Grosse Pointe, Mich.	61	170	Inheritance (Ford Motor Co.)
Ford, Kenneth W.	136	Roseburg, Ore.	76	200†	Timber
Ford, William Clay	108	Grosse Pointe Shores, Mich.	59	300	Inheritance (Ford Motor Co.)
Fribourg, Michel	80	NYC	71	750	Grain trading
Frick, Helen Clay	148	Pittsburgh	95	150	Inheritance
Fuqua, John Brooks	160	Atlanta	66	150	Entrepreneur
Galbreath, Daniel Mauck	149	Columbus, Ohio	56	150*	Real estate
Galbreath, John Wilmer	149	Columbus, Ohio	87	150*	Real estate
Galesi, Francesco	136	NYC	52	200	Real estate
Gallo, Ernest	105	Modesto, Calif.	75	300*	Wines
Gallo, Julio	105	Modesto, Calif.	74	300*	Wines
Galvin, Robert William	104	Barrington, Ill.	61	360†	Motorola
Garvey family	175	Wichita, et al.	—	500	Inheritance

★New entry. ☆Returnee. *Assuming equal shares in common fortune. †Family fortune individually allocated.

Index To The Forbes Four Hundred

	Page	Residence	Age	Worth ($ mil)	Primary sources
Gates, Charles Cassius	98	Denver	63	$450†	Gates Corp.
Gaylord, Edward Lewis	88	Oklahoma City	65	600†	Communications, real estate
Getty, Gordon Peter	76	San Francisco	50	4,100†	Inheritance (oil)
Gilmore, James Stanley Jr. ☆	161	Kalamazoo, Mich.	58	150	Investments
Goldman, Alfred Dreyfus ★	128	Oklahoma City, Honolulu	46	200*	Inheritance, real estate
Goldman, Monte Henry ★	128	Oklahoma City, Honolulu	49	200*	Inheritance, real estate
Goldman, Sol	98	NYC & Mill Neck, N.Y.	67	450	Real estate
Graham, Katharine	120	Washington, D.C.	67	250†	Washington Post Co.
Green, Dorothy	124	Beverly Hills	70s	225*	Inheritance (oil)
Greenewalt, Margaretta Lammot du Pont	149	Greenville, Del.	82	150*	Inheritance (Du Pont Co.)
Griffin, Ben Hill Jr.	144	Avon Park, Fla.	73	175	Citrus grower
Guccione, Robert Charles Joseph Edward Sabatini	134	NYC	52	200	Publishing
Gund family	175	Cleveland Origin	—	300	Inheritance
Haas family	175	San Francisco	—	400	Inheritance (Levi Strauss & Co.)
Hahn, Ernest Walter	144	Rancho Santa Fe, Calif.	65	175	Shopping centers
Hall, Donald Joyce	80	Mission Hills, Kans.	56	750†	Hallmark Cards
Hamilton, Dorrance Hill	82	Strafford, Pa.	56	150	Inheritance (Campbell Soup)
Hammer, Armand	128	Los Angeles, NYC, Moscow	86	200	Entrepreneur
Hamon, Jake Louis Jr.	136	Dallas	82	200	Oil and gas
Hanson, John Kendrick	162	Forest City, Iowa	71	150	Winnebago Industries
Harbert, John Murdoch III ★	96	Birmingham, Ala.	62	500	Construction
Hardesty, Floyd Roger	140	Tulsa	46	180	Construction
Harrah family	176	Reno, Nev. origin	—	200	Inheritance (Harrah's)

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Index To The Forbes Four Hundred

	Page	Residence	Age	Worth ($ mil)	Primary sources
Harriman, William Averell	152	Middleburg, Va.	92	$ 150	Inheritance
Hearst, David Whitmire	114	Beverly Hills	68	260*	Inheritance, media
Hearst, Randolph Apperson	114	Hillsboro & Paso Robles, Calif.	68	260*	Inheritance, media
Hearst, W.R. grandchildren	176	California, NYC area, et al.	—	520*	Inheritance, media
Hearst, William Randolph Jr.	114	NYC	76	260*	Inheritance, media
Heinz, Henry John II	100	Pittsburgh	76	440†	H.J. Heinz Co.
Helmsley, Harry Brakmann	80	NYC	75	900	Real estate
Hendrix, Helen Hunt	107	Dallas area	35	175*	Inheritance, oil
Hess, Leon	105	NYC	69	320	Amerada Hess Corp.
Hewlett, William Redington	80	Portola Valley, Calif.	71	920	Hewlett-Packard
Hill, Margaret Hunt	77	Dallas	69	1,400†	Inheritance (oil)
Hillenbrand family	176	Batesville, Ind., et al.	—	240	Inheritance, Hillenbrand Industries
Hillman, Henry Lea	90	Pittsburgh	65	500	Industrialist
Hilton, William Barron	114	Los Angeles	56	260	Hilton Hotels
Hines, Gerald Douglas	108	Houston	59	300	Real estate
Hobby, Oveta Culp	104	Houston	79	375†	Broadcasting, publishing
Hoiles family	176	Santa Ana & Marysville, Calif.	—	450	Inheritance (publishing)
Horvitz family	176	Cleveland; Hollywood, Fla.	—	250	Inheritance
Houghton family	176	Corning, N.Y.	—	400	Inheritance (Corning Glass)
Howard, Robert Staples	133	Rancho Santa Fe, Calif.	59	200*	Publishing
Hubbard, Stanley Stub ★	138	St. Mary's Point, Minn.	51	190†	Broadcasting
Huffington, Roy Michael ☆	106	Houston	66	300	Oil
Hunt, Lamar	92	Dallas	52	500†	Inheritance, oil, sports
Hunt, Nelson Bunker	77	Dallas	58	1,400†	Inheritance, oil, real estate
Hunt, Ray Lee	107	Dallas area	41	300	Inheritance, oil, real estate
Hunt, Ruth June	107	Dallas area	40	175*	Inheritance, oil, real estate
Hunt, Ruth Ray	107	Dallas area	67	175*	Inheritance, oil, real estate
Hunt (Meeks), Swanee	107	Denver	34	175*	Inheritance, oil
Hunt, William Herbert	78	Dallas	55	1,000†	Inheritance, oil
Hwang, Kyupin Philip	162	Los Altos Hills, Calif.	47	150	TeleVideo Systems
Jobs, Steven Paul	128	Los Gatos, Calif.	29	210	Apple Computer
Johnson, Belton Kleberg	156	San Antonio & La Pryor, Tex.	54	150	Ranching
Johnson, John Harold	156	Chicago, Palm Springs	66	150	Publishing
Johnson, Samuel Curtis	86	Racine, Wis.	56	600	Johnson Wax
Kalikow, Peter Stephen	104	NYC	41	350	Real estate
Kalmanovitz, Paul	118	Tiburon, Calif.	78	250	Beer, real estate
Kaskel, Howard	118	NYC	47	250	Real estate
Kauffman, Ewing Marion	130	Kansas City, Mo.	68	200	Marion Laboratories
Kavadas, Kathryn Bancroft	150	Newton, Mass.	32	150*	Inheritance (Dow Jones)
Keck, Howard Brighton	114	Los Angeles	71	260	Superior Oil Co.
Keck, William Myron II	114	Los Angeles	42	180	Superior Oil Co.
Keinath, Pauline MacMillan ★	147	Unknown	50	167*	Inheritance (Cargill, Inc.)
Kenan family	176	Durham, N.C.; Atlanta	—	200	Inheritance (oil, railroads, hotels)
Kennedy family	176	Boston origin	—	450	Inheritance
Kerkorian, Kirk	105	Los Angeles, Las Vegas	67	350	Trading, investments
Kieckhefer, Robert Hazelwood	160	Prescott, Ariz.	66	150	Containers, investments
Kirby family	176	Wilkes-Barre, Pa. origin	—	200	Inheritance (retailing)
Kleberg family	178	King Ranch, Tex.	—	750	Inheritance (King Ranch)
Kluge, John Werner	106	Charlottesville, Va.; NYC area	70	300	Metromedia
Knight, James Landon	144	Miami	75	175	Knight-Ridder Newspapers, Inc.
Knight, Philip Hampson	154	Beaverton, Ore.	46	150	Nike, Inc.
Koch, Charles de Ganahl	101	Wichita, Kans.	48	375*	Oil
Koch, David Hamilton	101	NYC	44	375*	Oil
Koch, Frederick Robinson	101	NYC	51	375*	Oil
Koch, William Ingraham	101	Boston	44	375*	Oil

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Index To The Forbes Four Hundred

	Page	Residence	Age	Worth ($ mil)	Primary sources
Kozmetsky, George ★	138	Austin, Tex.	66	$185	Teledyne
Krehbiel, John H. Sr.	105	Downers Grove, Ill.	78	345†	Molex, Inc.
Kroc, Joan Beverly ★	90	La Jolla, Calif.	56	525	Inheritance (McDonald's)
Laird family	178	Delaware	—	400	Inheritance (Du Pont Co.)
Landegger, Carl Clement	154	NYC	54	150*	Industrialist
Landegger, George Francis	154	London, Paris, Connecticut	47	150*	Industrialist
Lauder, Estée	122	NYC and the Hamptons	79	233*	Cosmetics
Lauder, Leonard Alan	122	NYC and the Hamptons	51	233*	Cosmetics
Lauder, Ronald Steven	122	NYC and the Hamptons	40	233*	Cosmetics
Lawrence, Maurice Larry	160	San Diego, et al.	58	150	Real estate
LeFrak, Samuel Jayson	80	NYC	66	700	Real estate
Levine, Leon	122	Charlotte, N.C.	47	235	Family Dollar Stores
Lilly family	178	Indianapolis, et al.	—	400	Inheritance (Eli Lilly & Co.)
Lindner, Carl Henry II	112	Cincinnati	65	275	Insurance, banking
Litwin, Leonard ★	144	NYC	60s	175	Real estate
Loeb, John Langeloth	154	NYC	81	150	Financier
Louis, John Jeffry Jr.	104	Winnetka, Ill.	59	350	Inheritance (Johnson Wax)
Ludwig, Daniel Keith	90	NYC	87	500	Shipping, real estate
Lupton, John Thomas	104	Chattanooga, Tenn.	58	350	Coca-Cola bottler
Lurie, Robert Alfred	133	San Francisco	55	200	Inheritance, real estate
Lykes family	178	Florida	—	1,100	Inheritance, shipping, real estate
MacElree, Jane Cox	106	Newtown Square, Pa.	55	300*	Inheritance (Dow Jones)
Mack family	178	NYC & Great Neck, N.Y.	—	200	Inheritance (real estate)
MacMillan, Cargill Jr. ★	147	Minneapolis	57	167*	Inheritance (Cargill, Inc.)
MacMillan, John Hugh III	147	Fort Lauderdale, Fla.	56	167*	Inheritance (Cargill, Inc.)
MacMillan, W. Duncan	147	Wayzata, Minn.	54	167*	Inheritance (Cargill, Inc.)
MacMillan, Whitney ★	147	Minneapolis	55	167*	Inheritance (Cargill, Inc.)
Mandel, Jack N.	155	Shaker Heights, Ohio	72	150	Premier Industrial Corp.
Mandel, Joseph C.	155	Lyndhurst, Ohio	70	150	Premier Industrial Corp.
Mandel, Morton Leon	155	Shaker Heights, Ohio	63	150	Premier Industrial Corp.
Manges, Clinton ★	105	Freer, Tex.	61	325	Oil, land
Manoogian, Alex	147	Taylor, Mich.	83	160†	Masco Corp.
Markkula, Armas Clifford Jr.	148	Woodside, Calif.	42	160	Apple Computer
Marriott family	178	Washington, D.C.	—	430	Marriott Corp.
Mars, Forrest Edward Sr.	90	Las Vegas	80	500*	Candy
Mars, Forrest Edward Jr. ★	90	McLean, Va.	53	500*	Candy
Mars, John Franklyn ★	90	Arlington, Va.	49	500*	Candy
Marx, Leonard	106	Scarsdale, N.Y.	80	300	Real estate
Massey, Jack Carroll ☆	152	Nashville	80	150	Entrepreneur
May, Cordelia Scaife	101	Ligonier, Pa.	56	400	Inheritance
May, Irene Sophie du Pont	149	Wilmington, Del.	84	150*	Inheritance (Du Pont Co.)
Mayer family	178	Madison, Wis., et al.	—	200	Inheritance (Oscar Mayer)
McClatchy family	178	Sacramento, Calif., et al.	—	325	Inheritance (publishing)
McDonnell family	178	St. Louis	—	230	Inheritance (McDonnell Douglas)
McGovern, Patrick Joseph	117	Nashua, N.H.	47	250	Publishing
McGraw family	179	NYC area, et al.	—	475	Inheritance (McGraw-Hill)
McLean, Malcom Purcell	96	NYC	70	475	McLean Industries
McLendon, Gordon Barton	133	Lake Dallas, Tex.	63	200	Entrepreneur
Mellon, Paul	86	Upperville, Va.	77	600	Inheritance
Mellon, Richard Prosser	147	Ligonier, Pa.	45	167*	Inheritance
Mellon, Seward Prosser	147	Ligonier, Pa.	42	167*	Inheritance
Mellon, Timothy	150	Manchester, N.H. area	42	150*	Inheritance
Mendik, Bernard H. ☆	148	NYC	55	160	Real estate
Merns, Sy Syms ★	128	Lyndhurst, N.J.	58	210	Syms Corp.
Meyer, August Christopher	144	Champaign, Ill.	83	175†	Broadcasting

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Index To The Forbes Four Hundred

	Page	Residence	Age	Worth ($ mil)	Primary sources
Milbury, Cassandra Mellon	147	Ligonier, Pa.	44	$167*	Inheritance
Millard, William H.	86	Oakland, Calif.	52	600	ComputerLand
Milliken, Gerrish Hill	98	Greenwich, Conn.; NYC	67	300	Textiles
Milliken, Minot King	98	NYC	68	150	Textiles
Milliken, Roger	98	Spartanburg, S.C.	68	450	Textiles
Mills, Alice Francis du Pont	112	Hobe Sound, Fla.	71	275*	Inheritance (Du Pont Co.)
Milstein, Paul	140	NYC & Scarsdale, N.Y.	61	175*	Real estate
Milstein, Seymour	140	NYC & Scarsdale, N.Y.	64	175*	Real estate
Mitchell, George P.	88	Houston	65	590	Oil, real estate
Monaghan, Thomas S. ★	134	Ann Arbor, Mich.	47	200	Pizza
Moncrief, William Alvin Sr.	152	Fort Worth	89	150*	Oil
Moncrief, William Alvin Jr.	152	Fort Worth	64	150*	Oil
Moody family	179	Galveston, Tex.	—	350	Inheritance (insurance, ranching)
Moore, Gordon Earle	108	Santa Clara, Calif.	55	300	Intel Corp.
Morgan, Mary Clark Rockefeller	150	NYC	46	150*	Inheritance
Mosbacher, Robert Adam	152	Houston	57	150	Oil
Mott family	179	Flint, Mich., et al.	—	300	Inheritance (manufacturing)
Murchison, Clint William Jr.	120	Dallas	61	250	Oil, investments
Murdock, David H.	92	Bel Air, Calif.	61	500	Real estate, acquisitions
Murphy, Charles Haywood Jr.	147	El Dorado, Ark.	64	160	Murphy Oil Corp.
Muss, Stephen	134	Miami Beach	56	200	Real estate
Newhouse, Donald Edward	80	NYC	55	750*	Publishing, broadcasting
Newhouse, Samuel Irving Jr.	80	NYC	56	750*	Publishing, broadcasting
Nielsen, Arthur Charles Jr.	146	Winnetka, Ill.	64	170†	A.C. Nielsen Co.
Nordstrom family	180	Seattle	—	250	Inheritance (Nordstrom, Inc.)
Norris, Diana Strawbridge ★	82	Coatesville, Pa.; Palm Beach	43	150	Inheritance (Campbell Soup)
O'Connor family	180	Victoria, Tex.	—	750	Inheritance (ranching, banking)
Olnick, Robert	130	Palm Beach, NYC	69	200†	Real estate
Olsen, Kenneth Harry	124	Lincoln, Mass.	58	225	Digital Equipment Corp.
O'Neill, Abby Milton	106	Oyster Bay, N.Y.	56	300	Inheritance
O'Neill, Richard Jerome	133	San Juan Capistrano, Calif.	61	200*	Inheritance (real estate)
Ono, Yoko	161	NYC	51	150	Inheritance
Ordway family	180	St. Paul origin	—	400	Inheritance (3M)
Packard, David	76	Los Altos Hills, Calif.	72	1,800	Hewlett-Packard
Palevsky, Max	130	Beverly Hills	60	200	Computers
Paley, William S.	117	NYC & Southampton, N.Y.	83	250	CBS, Inc.
Park, Roy Hampton	112	Ithaca, N.Y.	74	275	Park Communications
Parker, Jack	107	NYC	69	300	Real estate
Paulson, Allen E.	96	Savannah, Ga.	62	480	Gulfstream Aerospace Corp.
Paulucci, Luigino Francesco	104	Sanford, Fla.; Duluth, Minn.	66	350†	Food processing, real estate
Payson, Charles Shipman	152	Portland, Me.; Hobe Sound, Fla.	85	150	Industrialist, inheritance
Pearson, Edith du Pont	120	Montchanin, Del.	72	250*	Inheritance (Du Pont Co.)
Pennington, Claude B. ★	138	Baton Rouge, La.	83	200	Oil and gas
Perot, Henry Ross	76	Dallas	54	1,400	Electronic Data Systems
Petersen, Robert Einar	134	Beverly Hills	58	200	Publishing
Petrie, Milton	82	NYC & Southampton, N.Y.	82	610	Petrie Stores
Pew family	180	Philadelphia origin	—	350	Inheritance (Sun Co.)
Phipps family	180	Pittsburgh origin	—	1,200	Inheritance
Phipps, Howard Jr.	148	Westbury, N.Y.	50	150*	Inheritance
Pictet, Marion MacMillan	147	Geneva, Switzerland	51	167*	Inheritance (Cargill, Inc.)
Pigott family	180	Seattle	—	300	Inheritance (PACCAR Inc.)
Pitcairn family	180	Bryn Athyn, Pa., et al.	—	500	Inheritance
Pohlad, Carl R. ★	104	Minneapolis	69	375	MEI Corp., banks
Pope, Generoso Paul Jr.	161	Manalapan, Fla.	57	150	Publishing

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Index To The Forbes Four Hundred

	Page	Residence	Age	Worth ($ mil)	Primary sources
Posner, Victor	117	Miami Beach	66	$250	Financier
Price, Sol ★	140	La Jolla, Calif.	68	180†	Price Co.
Pritzker, Abram Nicholas	90	Chicago area	88	500*	Financier
Pritzker, Jay Arthur	90	Chicago area	62	500*	Financier
Pritzker, Robert Alan	90	Chicago area	58	500*	Financier
Pulitzer family	180	St. Louis, et al.	—	450	Inheritance (publishing)
Rains, Liliore Green	124	Beverly Hills	70s	225*	Inheritance (oil)
Reed family	180	Seattle, et al.	—	300	Inheritance (timber)
Resnick family	182	NYC & Rye, N.Y.	—	250	Real estate
Reynolds, Donald Worthington	119	Fort Smith, Ark.; Las Vegas	78	250	Publishing
Rich, Marc	138	Zug, Switzerland	50	200	Oil trader
Rich, Robert Sr.	130	Buffalo, N.Y.	71	200†	Food products
Richardson family	182	N. Carolina, Conn., et al.	—	250	Inheritance (pharmaceuticals)
Riklis, Meshulam	154	NYC	60	150	Rapid-American Corp.
Rinker, Marshall Edison ★	118	Palm Beach	79	250	Cement
Roberts, Ann Clark Rockefeller	150	NYC	50	150*	Inheritance
Robins, Edwin Claiborne	155	Richmond, Va.	74	150†	A.H. Robins Co.
Rockefeller, David	77	NYC & Tarrytown, N.Y.	69	1,000	Inheritance, banking, real estate
Rockefeller, Hope Aldrich	149	Woodstock, Vt.	46	150*	Inheritance
Rockefeller, John Davison IV	149	Charleston, W. Va.	47	150*	Inheritance
Rockefeller, Laurance Spelman	80	NYC & Tarrytown, N.Y.	74	700	Inheritance, investments
Rockefeller, Rodman Clark	150	NYC	52	150*	Inheritance
Rockefeller, Steven Clark	150	Middlebury, Vt.	48	150*	Inheritance
Rockefeller, William family	182	Greenwich, Conn., et al.	—	300	Inheritance
Rockefeller, Winthrop Paul	90	Winrock Farm, Ark.	36	550	Inheritance
Rollins, O. Wayne	96	Atlanta	72	500	Entrepreneur
Root, Chapman Shaw	133	Ormond Beach, Fla.	59	200	Coca-Cola bottler
Rose family	182	NYC	—	200	Real estate
Rosenberg, Henry A. Jr.	114	Baltimore	54	250*	Inheritance (oil)
Rosenberg, Ruth Blaustein	114	Baltimore	85	250*	Inheritance (oil)
Rosenwald family	182	Philadelphia area, NYC, et al.	—	300	Inheritance
Roush family	182	Akron, Ohio origin	—	200	Inheritance (Roadway Express)
Rudin, Jack	104	NYC	60	350*	Real estate
Rudin, Lewis	104	NYC	57	350*	Real estate
Rust, Eleanor Francis du Pont	149	Thomasville, Ga.	77	150*	Inheritance (Du Pont Co.)
Scaife, Richard Mellon	96	Shadyside, Pa.	52	500	Inheritance, publishing
Scharbauer, Clarence Jr.	136	Midland, Tex.	59	200	Inheritance (oil, land)
Schnitzer family	182	Portland, Ore.; Palm Springs	—	250	Shipping, steel, real estate
Schoellkopf, Caroline Hunt	77	Dallas	61	1,300†	Inheritance (oil)
Scripps, E.W. family	182	Cincinnati origin	—	550	Inheritance (media)
Scripps, Edward Wyllis	147	Charlottesville, Va.	75	160	Publishing
Scripps, J.E. family	184	Detroit; La Jolla, Calif., et al.	—	400	Inheritance (media)
Scully family	184	Dwight & Buffalo, Ill., et al.	—	200	Inheritance (oil, land)
Searle, Daniel Crow	122	Winnetka, Ill.	58	233*	Inheritance (G.D. Searle)
Searle, William Louis	122	Lake Forest, Ill.	56	233*	Inheritance (G.D. Searle)
Shakarian, David B.	117	Pittsburgh; Bal Harbour, Fla.	70	250†	General Nutrition, Inc.
Shapiro family	184	Boston origin	—	240	Inheritance (Maryland Cup Corp.)
Sharp, Bayard	124	Centreville, Del.; Fla.	71	225*	Inheritance (Du Pont Co.)
Sharp, Hugh Rodney Jr.	124	Wilmington, Del.	74	225*	Inheritance (Du Pont Co.)
Sharp, Peter	133	NYC	54	200	Real estate
Shelton, Robert	156	Kerrville, Tex.	48	150	Ranching
Shoen, Leonard Samuel ★	112	Las Vegas; Scottsdale, Ariz.	68	300†	U-Haul
Shorenstein, Walter Herbert	108	San Francisco	69	300	Real estate
Sidamon-Eristoff, Anne Phipps	148	NYC	52	150*	Inheritance
Silliman, Marianna du Pont	149	Montchanin, Del.	73	150*	Inheritance (Du Pont Co.)

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Index To The Forbes Four Hundred

	Page	Residence	Age	Worth ($ mil)	Primary sources
Silverstein, Larry Abraham ☆	152	NYC	53	$150	Real estate
Simmons, Harold Clark	136	Dallas	53	200	Entrepreneur
Simon, Melvin	118	Indianapolis	57	250	Shopping centers
Simon, Norton Winfred	136	Los Angeles	77	200	Industrialist, art collector
Simplot, Jack Richard	92	Boise, Idaho	75	500	Potatoes
Simpson, Abby Rockefeller	150	NYC	27	150*	Inheritance
Singleton, Henry Earl	100	Los Angeles	67	450	Teledyne
Skaggs, Leonard Samuel	128	Salt Lake City	61	220	American Stores
Smith family	184	Chicago origin	—	265	Inheritance (Illinois Tool Works)
Smith, Athalie Irvine	140	Middleburg, Va., et al.	51	180†	Inheritance, lawsuits
Smith, Frederick Wallace	140	Memphis	40	180	Federal Express Corp.
Smith, Richard Alan	122	Chestnut Hill, Mass.	60	230†	General Cinema Corp.
Smith, Vivian Leatherberry	117	Houston	76	250	Inheritance (oil, real estate)
Solow, Sheldon H.	140	NYC	40s	175	Real estate
Sorenson, James LeVoy	160	Salt Lake City	63	150	Medical devices
Sowell, Anne Windfohr	138	Fort Worth	45	190	Inheritance (ranching, oil)
Spanos, Alex Gus	160	Stockton, Calif.	61	150	Real estate
Stahl, Stanley	130	NYC	60	200	Real estate
Stark, Ray	144	Holmby Hills, Calif.	67	175	Film production, securities
Steinberg, Saul Phillip	101	NYC	45	400†	Financier
Stephens, Jackson Thomas	108	Little Rock, Ark.	61	300*	Investment banking, oil and gas
Stephens, Wilton Robert	108	Little Rock, Ark.	76	300*	Investment banking, oil and gas
Stern, Leonard Norman	88	NYC	46	550	Pet supplies, real estate
Stone family	184	Chicago	—	200	Inheritance (Stone Container)
Strawbridge, George Jr. ★	82	Unionville, Pa.	45	150	Inheritance (Campbell Soup)
Stroh family	184	Detroit	—	300	Inheritance (beer)
Stuart, Dwight Lyman	105	Los Angeles	60	350	Inheritance (Carnation Co.)

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It's worth remembering if you're planning to do business in New South Wales, Australia.

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State Bank of New South Wales

Index To The Forbes Four Hundred

	Page	Residence	Age	Worth ($ mil)	Primary sources
Stuart, Elbridge Hadley Jr.	105	Bellevue, Idaho	67	$250	Inheritance (Carnation Co.)
Sulzberger family	184	NYC	—	400	Inheritance (New York Times Co.)
Swig family	184	San Francisco	—	300	Inheritance (real estate)
Taper, Sydney Mark	112	Los Angeles	82	300	First Charter Financial Corp.
Tauber, Laszlo Nandor ★	118	Potomac, Md.	69	250	Real estate
Taubman, A. Alfred	92	Bloomfield Hills, Mich.	59	500	Real estate, art
Temple family	184	Diboll, Tex., et al.	—	430	Inheritance (timber, Time Inc.)
Terra, Daniel James ★	146	Chicago	73	170	Lawter International
Thompson, B. Ray ★	148	Knoxville, Tenn.	77	160	Coal
Thorn, Laura Simpson	150	Bedford Hills, N.Y.	30	150*	Inheritance
Thorne, Oakleigh Blakeman	119	Millbrook, N.Y.	52	250†	Commerce Clearing House
Tisch, Laurence Alan	88	NYC & Rye, N.Y.	61	550	Loews Corp.
Tisch, Preston Robert	88	NYC & Harrison, N.Y.	58	550	Loews Corp.
Trump, Donald John	100	NYC	37	400	Real estate
Trump, Fred Charles	100	NYC	78	200	Real estate
Turner, Robert Edward III	100	Marietta, Ga.	45	400	Turner Broadcasting System
Ueltschi, Albert Lee	146	Greenwich, Conn.	67	170	FlightSafety International
Uihlein family	186	Milwaukee, et al.	—	350	Inheritance (beer)
Upjohn family	186	Kalamazoo, Mich.	—	500	Inheritance (Upjohn Co.)
Van Andel, Jay	120	Ada, Mich.	60	250*	Amway Corp.
van Beuren, Hope Hill	82	Middletown, R.I.	50	150	Inheritance (Campbell Soup)
Vesco, Robert Lee	162	Caribbean area	49	150	Theft
Vollum, Howard	128	Portland, Ore.	71	220	Tektronix
von Platen, Ruth Chandler	146	San Marino, Calif.	87	170	Inheritance (Times Mirror Co.)
Vose, Charles Alden Sr.	149	Oklahoma City	83	150*	Banking
Vose, Charles Alden Jr.	149	Oklahoma City	40	150*	Banking
Wagner, Cyril Jr.	100	Midland, Tex.	50	450*	Oil
Walton, Sam Moore	76	Bentonville, Ark.	66	2,300†	Wal-Mart Stores
Wang, An	77	Lincoln, Mass.	64	1,200†	Wang Laboratories, Inc.
Ward, Louis Larrick	119	Kansas City, Mo.	64	250†	Russell Stover Candies, Inc.
Wasserman, Lew R.	160	Beverly Hills, Palm Springs	71	150	MCA, Inc.
Weber, Charlotte Colket ★	82	Ocala, Fla.; NYC	40s	150	Inheritance (Campbell Soup)
Weiler family	186	NYC	—	350	Real estate
Weinberg, Harry	98	Honolulu, Baltimore	76	450	Real estate, securities
Weis, Robert Freeman	122	Sunbury, Pa.	65	200	Weis Markets, Inc.
Weis, Sigfried	122	Lewisburg, Pa.	68	245	Weis Markets, Inc.
Wexner, Leslie Herbert	92	Columbus, Ohio	47	500†	The Limited, Inc.
Weyerhaeuser family	186	St. Paul, Seattle, et al.	—	650	Inheritance (Weyerhaeuser Co.)
Whitehead, Edwin Carl	156	Greenwich, Conn.	65	150	Medical instruments
Whitney, Betsey Cushing Roosevelt	114	Manhasset, N.Y.	76	275	Inheritance
Whittenburg family	186	Amarillo, Tex.	—	250	Inheritance (ranching, oil, gas)
Whittier family	186	Southern California	—	600	Inheritance (oil)
Wien, Lawrence Arthur ☆	151	NYC	79	150	Real estate, law
Williams, Clayton Wheat Jr.	162	Midland, Tex.	52	150	Oil
Wirtz family	186	Chicago	—	350	Inheritance (real estate, sports)
Wolfe family	186	Columbus, Ohio; Calif.	—	300	Inheritance (media, banking)
Wolfson family	186	Miami Beach	—	230	Inheritance (Wometco)
Woodruff, Robert Winship	120	Atlanta	94	250	Coca-Cola
Ziff, William Bernard Jr.	108	NYC	53	300	Publishing
Zilkha, Ezra Khedouri	149	NYC	59	150	Investments
Zimmerman, William	146	Huntington Beach, Calif.	64	170†	Pic 'n' Save
Zuckerman, Mortimer Benjamin	134	NYC, Boston, Wash., D.C.	47	200	Real estate, publishing

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